تاريخ : شماره:



معاونت بژوہش و فاوری

آئيسن نسام

برگزاری جلسه شروع پروژه (Kick off Meeting)

"سند پشتیبان دستورالعمل نظارت عالیه بر طرحها و بروژههای پژوهش و فناوری صنعتنفت در قرارداد منعقده فیمابین دانشگاهها و مراکز پژوهشی با شرکت ملی نفت ایران"

در راستای اجرای ابلاغیه شماره ۵۳۲۵۰۵۷–۲۸/۱ مورخ ۹۳/۱۱/۱۲ مقام عالمی وزارت و واگذاری "نظارت عالیه بر حسن اجرای اقدامات و تنظیم و تدوین سیاستهای مربوط به اجرای قراردادهای شرکت ملی نفت ایران با دانشگاهها و مراکز تحقیقاتی"به معاونت پژوهش و فناوری، و نیز بهمنظور تبیین "اسناد فنی– اجرایی پشتیبان"` دستورالعمل نظارت عاليه (موضوع نامه شماره ٣٦٣٩٦٦ مورخ ٩٣/٨/٥) و قرارداد منعقده في مابين دانشگاهها و موسسات پژوهشی با شرکت ملی نفت ایران (موضوع نامه های شماره ۷۱۵۰ مورخ ۹۳/۱۲/۱۳، شماره ۷۱٤۳ مورخ ۹۳/۱۲/۱۳ و شماره ۷۲۳۰ مورخ ۹۳/۱۲/۱۷)، آئیننامه حاضر ابلاغ می گردد.

مقدمه

"جلسه شروع پروژه" ٔ از مهمترین جلسات مدیریتی و تخصصی یک پروژه است که شروع برنامه عملیاتی در آن بصورت رسمی کلید میخورد. در اجرای طرحها و پروژههای ایجاد/ توسعه و بهبود فناوری قبل از شروع و مرحله "پیش درخواست"" تا طراحی، اجرا، بهرهبرداری و خاتمه کار؛ مدارک و مستندات متعددی تهیه میگردد و اقدامات معتنابهی بر اساس مصوبات این جلسه و برای پاسخ به "**تعهدات قراردادی**" ٔ درخصوص چارچوب مـوارد مهــم صورت می پذیرد. لذا با تاکید بر حوزه های ده گانهٔ موفقیت پروژه (به شرح پیوست یک)، برگزاری این جلسه برای کلیه قراردادهای پروژههای پژوهشی صنعت نفت (با مبلغ اولیه دو میلیارد ریال به پابه سال ۱۳۹٤) جهت ایجاد نگرش مشترک و درک کامل "منشور پروژه"^ه توسط ذینفعان اصلی الزامی است.

بمنظور ارتقاء سطح کیفیت اقدامات و تبادل مدارک در ابتدای کار و ایجاد بستر لازم برای تحقق مـواد ۱،۱۵،۱٦ از شرایط خصوصی مجموعه قرارداد منعقده با دانشگاهها و مراکز پژوهشی و همچنین انجام اقدامات لازم در جهت

^{&#}x27; Relevant Supporting Documents

^{&#}x27;Kick off Meeting

Fre-acquisition

¹ Contractual Commitment/ Obligation

^{*} Project Charter



ماونت بژویش و فناوری

تشریح و تدقیق مفاد قرارداد، ایجاد شفافیت لازم در شرح کار/ برنامه اجرائی و همچنین شناسائی فعالیتهای مهم و اصلی؛ برگزاری "جلسه شروع پروژه" شرایط و موقعیت مناسب بسرای افزایش ضریب موفقیت در کسب نتایج از طریق مواجهه فعال با انواع ریسکها در ابتدای پروژه (و قبل از انجام هزینه) را فراهم مینماید. آئین نامه حاضر در شش (۱) ماده، یک (۱) تبصره و سه (۳) پیوست روش و نحوه انجام این اقدامات را تبیین مینماید.

ماده ۱: تعاریف

۱-۱ در فرآیند اجرای قرارداد و متناسب با پیشرفت پروژه، جلسات متعددی با موضوعات مختلف و منطبق با فساز اجرائی که پروژه در آن قرار دارد (به شرح پیوست دو) برگزار می شسود. "جلسه شسروع پسروژه" موضوع ایسن آیین نامه می باشد.

۱-۲ "جلسه شروع پروژه": در این جلسه اهم "تعهدات قراردادی" و "اقلام قابـل تحویـل"، "مفروضـات" و "محدودیتها" در اجرای قرارداد/ پروژه و نحوه مدیریت پاسخ به نیازها و انتظارات ذینفعان عمده تشریح و در خصوص موارد نامشخص و (احیاناً) اختلافی تعیین تکلیف می شود.

تبصره یک: برای مگا پروژه ها و یا پروژه های پیچیده و دارای ذینفعان متعدد، بنا به صلاحدید مدیر پروژه "جلسه شروع پروژه" می تواند به تفکیک بخشهای مختلف (مانند: فنی، حقوقی، بازرگانی، مدیریتی) و طبی چند نشست متفاوت برگزار گردد. برای قرارداد دانشگاه ها و مراکز پژوهشی پیشنهاد می شود؛ ابتدا ایس جلسه در اولین زمان ممکن (بعد از امضای قرارداد) برگزار و برای سالهای بعد نیز مقارن با زمان تعیین بودجه هر سال، این جلسه تکرار گردد.

ماده ۲: شرکت کنندگان جلسه

شامل و نه محدود به ذینفعان اصلی قرارداد/ پروژه است، بطوریکه مسئولیتها و اختیارات آنها در متن قرارداد یا منشور پروژه بطور اثرگذار درج شده و باید پیش نیازها و روشهای اجرائی مشخصا توسط آنها تبیین و تدقیق شود.

ماده ۳: روش برگزاری جلسه

شرکتکنندگان به گروههای اجرائی/ تخصصی مختلف تفکیک و "دستورجلسه" مطابق ماده ٤ آئیننامه حاضر برای مدعوین ارسال میشود. پس از انجام جلسه نیز صورتجلسه مطابق مفاد ماده ٥ تهیه و تنظیم میگردد. رعایت زمانبندی جلسه و استفاده از عبارات دقیق ومنطبق بر مفاد قرارداد در تمامی این مراحل مورد تاکید است.

¹ Contract/ Project Deliverables

Project Assumptions

[^] Contract Constrains



معاونت بژوېش و فناوري

ماده ٤: دستور جلسه

مطابق روال پروژههای جاری و به روش مصوب سازمان، دستورجلسه در دو بخشعمده موارد "عمومی" و "خاص" به شرح زیر تهیه میشود.

۱-٤ موارد عمومی

موارد مشترک قراردادها و پروژههای مشابه (سازمان) در صورت لزوم و تایید مدیر پروژه می بایستی بشرح زیر با مجریان جدید (بدون سابقه قبلی کار با سازمان) بررسی و تعیین تکلیف شود.

- معرفی شرکتکنندگان: حاضرین در جلسه ضمن معرفی، انتظارات خود را بهطور مختصر بیان میکنند.
- مرور کلی مفاد قرارداد/ شرح کار پروژه: سوابق (و اقدامات قبل از شروع کار)، فرصتها و تهدیدهای (احتمالی)، الزامات و نیازهای ذینفعان اصلی توسط نماینده هر یک از گروههای موضوع ماده ۳ تبیین می شود.
 - اهداف و نتایج پروژه: اهم اهداف، برنامهها، نتایج و انتظارات گروهها تشریح می گردد.
- سازمان پروژه: فرآیند اجرای قرارداد و چارت سازمانی پروژه بررسی می شود. سپس راجع به زمان و نحوه تهیه ماتریس نقشها و مسئولیتها ۱۰ اعضای کلیدی پروژه و نحوه ارائه و تصویب آن اتخاذ تصمیم می شود.
- برنامه پروژه: برنامه موقت ۱۰ کاری، روش پرداخته۱/ تضامین، فعالیتهای مهم و نتایج مورد انتظار تا قبل از تولید/ تصویب و عملیاتی شدن برنامه اصلی پروژه مورد بررسی و توافق قرار میگیرد.
- مدیریت پروژه: استاندارد مدیریت پروژه، نحوه نظارت فنی و کنترل پیشرفت پسروژه، روش مدیریت زمان/ هزینه/ کیفیت/ شرح کار/ ریسک، حدود مجاز تغییرات و نحوه مواجهه با تغییرات عمده توافق می گردد.
 - دستورالعملهای عمومی: فهرست دستورالعملهای عمومی و زمانبندی تهیه و تولید آنها تعیین میشود.
 - ارائه مدارک الگو: نمونهای از مدارک مهم و مستندات مورد نیاز تبادل می شود.
- تشریح آییننامههای مهم اجرائی: حسب موضوع قرارداد/ پروژه، آئیننامهها و دستورالعملهای مهم مرتبط اطلاع رسانی می شود. در خصوص قرارداد دانشگاهها و مراکز پژوهشی، "دستورالعمل نظارت عالیه بر طرحها و پروژههای پژوهش و فناوری صنعتنفت" و آئیننامههای اجرائی آن اطلاع رسانی می شود. سپس مسئولیت و وظائف گروههای موضوع ماده ۳ برای تفصیل و اجرای آئیننامهها مشخص می گردد.
 - پرسش و پاسخ: در پایان جلسه ضمن پاسخ به سوالات، تصمیمات نهایی در صور تجلسه قید می شود. نمونه چک لیست موارد عمومی و مشترک (به شرح پیوست سه) ارائه شده است.

Agenda Meeting

[&]quot; Responsibility Assignment Matrix (RAM)

[&]quot; Interim Plan



معاونت بژویش و فناوری

٤-٢ موارد خاص (در قرارداد با دانشگاهها و مراكز يژوهشي):

برخی از موارد مهم که میبایستی از ابتدا توافق کلی راجعبه حدود و ثغور و تعریف مشترک ذینفعان اصلی از کار، فرآیند انجام کار و شکل و فرمت نتایج مورد انتظار آنها حاصل شود بهشرح زیر است.

- حداکثرسازی ضریب ازدیاد برداشت از مخازن، سهولت عملیات تولید با خلق نوآوری و بکارگیری فناوری های روز و تجربه شده جهانی؛ مندرج در پاراگراف قبل از ماده یک قرارداد.
- تهیه، تعریف و تصویب پروپوزالهای پژوهشی مبتنی بر RFP تصویب شده و نحوه تهیه گزارشهای پیشرفت کار مبتنی بر سفارش کار (Work Order) ارجاع شده؛ در ماده ۲-۲ قرارداد.
 - همکار مشاور مجرب داخلی یا خارجی؛ موضوع ماده ۲-۱ قرارداد.
 - تهیه نقشه راه فناوری میدان؛ موضوع ماده ٦-٥ قرارداد.
 - ایجاد و راهاندازی مرکز تخصصی از دیاد برداشت؛ موضوع ماده ٦-٦ قرارداد.

ماده ٥: تهيه و تنظيم صورتجلسه

صورتجلسه به فرم مورد تائید طرفین قرارداد و ذینفعان اصلی پروژه تنظیم و تبادل می شود. سپس به منظور پیگیری اجرای تعهدات، اخذ نتایج و تحقق مفاد صورتجلسه لازم است حداقل یک نفر از طرفین به عنوان مسئول پیگیری مصوبات در متن صورتجلسه معرفی شود تا بطور مداوم نسبت به پیگیری تحقق مفاد صورتجلسه اقدام نماید. کلیه تصمیمات و تعهدات صورتجلسه در قالب فعالیتها یا وقایع عمده در "زمانبندی تفصیلی" قصراداد/ پروژه درج می شود. در زمانبندی تفصیلی شماره ردیف تعهدات صورتجلسه به عنوان "کد مرجع "۱۲ لحاظ می گردد. پس از تائید و تصویب زمانبندی تفصیلی پیگیری صورتجلسه از دستورکار خارج می شود.

ماده ٦: كنفرانس طراحي ١٤

چنانچه "جلسه شروع پروژه" در زمان مقرر و یا متناسب با مفاد قید شده در ماده ٤ این آئیننامه برگزار نگردد، بنابر تایید مدیر پروژه، کنفرانس طراحی با تفصیل بیشتر برگزار می شود. در این کنفرانس ضمن بررسی شرایط فنی کار، درخصوص فلسفه/ مبانی/ معیارهای طراحی ۱۰، نرمافزارها و استانداردهای مورد پذیرش^{۱۱}، لیست و محتوای مدارک، روش تولید/ ارائه/ بررسی و تایید مدارک مذاکره و تصمیم گیری می شود. بازدید از امکانات، دفتر/ دفاتر فنی و روالهای اجرایی مشاوران پژوهشی توصیه می شود.

¹⁷ Detailed Schedule

[&]quot;Reference Code (RC)

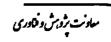
¹⁴ Design Conference

[&]quot;Design philosophy, Basis and Criteria

[&]quot;Applicable Standards and Soft wares

تاريخ : شماره : پيوست :





پیوست یک: ده حوزه مهم تمرکز برای موفقیت پروژه

Appendix 1: Ten Focus Area of Project Success

There are many project management processes and techniques that can help your project be successful. Although there are no guarantees, these tips will give you a better chance to be successful.

- 1. Requirements. Make sure that your customer defines their requirements in depth. You need to know exactly what must be delivered. Be specific, write them formally, and get them approved. This document will become one of the baselines upon which to measure your success.
- 2. **Scope**. Define scope well. Get your sponsor approval for scope changes, making sure the sponsor understands any schedule, budget or other impact to the project.
- 3. Stakeholders. Involve your stakeholders throughout the project. Get them involved in the analysis and planning, as well as execution. Gain their approval when needed and keep them informed when needed. The more you involve them, the greater their level of buy-in and the better you will manage their expectations.
- 4. **Duration**. Keep your delivery timeframes short and realistic. It is easier to be successful if your deadlines are shorter rather than longer. Split large projects into "mini-projects" if possible. Keep each mini-project to less than six months if possible. This keeps everyone motivated and focused.
- 5. **Communication.** Make sure you keep everyone informed by providing the right information at the right time. Produce status reports and run regular team meetings.
- 6. Quality. Understand the expectations of your customer in terms of quality and put a plan in place to meet their expectations.
- 7. **Issues.** Jump on issues as soon as they are identified. Prioritize and resolve them before they impact on your project. Take pride in keeping issues to a minimum.
- 8. Risks. Risk management is a great proactive way to solve potential problems before they occur. Identify risks early in the project and continue to manage risks throughout the project.
- 9. Deliverables. As each deliverable is complete, hand it formally over to your customer. Ask them to verify acceptance to make sure it meets their expectations. Only then can you consider each deliverable as 100% complete.
- 10. Your team. Be a great people manager. Show them the project vision and how they can make it happen. Motivate them. Trust and believe in them. Make them feel valued. They will work wonders.

تاریخ : شماره : پیوست :



ماونت پژوش و فاوری

پیوست دو: فهرست جلسات پروژه در فازهای مختلف اجرای پروژه

Appendix 2: Project Meetings By Phase

	Enuix 2. 1 Toject Meetings By 1 hase		
Strategy meeting	ldeation meeting	PROJECT TYPE MEETING PURP INITIATE PHASE MEETINGS	and the second s
Creative development	Creative development	TYPE OR PURPOSE	
Evaluate the proposed business case while reviewing analysis of data that either supports or does not support the suggested business need. The strategy meeting provides an opportunity for participants to determine if the suggested business need fits within the organization's 'strategic framework and vision.	Gather participant ideas and suggestions about a specific topic without being constrained by artificial boundaries. The ideation meeting allows for a free, unconstrained exchange of ideas and thoughts regarding a specific business need or problem. This may result in the suggestions for new or improved features, products, services, technologies, processes and/or organizational structures.	THIS MEETING IS DESIGNED TO:	Vaa
I o determine if the business case warrants further exploration To begin to frame the business case in light of the organization's strategic vision	To understand the business problem or need along with its perceived drivers To come up with possible strategies for addressing the perceived business problem or need	OBJECTIVES	COT MEETINI
 Output from any ideation meetings Description of business strategy, vision (if available) Data, reports and other information needed to assess the business need or problem 	Statement of business problem or need Description of business strategy, vision (if available) Available market, customer and competitor analysis List of individual ideas and thoughts (il participants were asked to provide a sample fist prior to the meeting) List of high level pre-defined categories to spark conversation	GKOJESTINESTINGS DYGUASE Om Objectives Turbus	COVBUNCE
Susiness Case draft Statement outlining how the proposed project supports the overarching business strategy / vision Formal recommendation to move forward or cease work on effort	Validated or redefined problem or need description List of categorized or prioritized brainstormed ideas List of suggested improvements or strategies for addressing the need or problem List of dataneeded to further assess the suggestions	ट्यांनाळ	
*Facilitator Senior executive(9) Potential project sponsor(9) Potential project manager Line of business stakeholder(9)	Facilitator Potential project sponsor(s) Potential project manager Line of business stakeholder(s) Marketing representative(s) Subject matter expert(s)	SUGGESTED. PARTICIPANTS	

تاریخ : شماره : پیوست :



ماونت پژومش و فاوری

Project planning Creative Allov meetings development to me as pa team multi and it	PLAN PHASE MEETINGS	Project charter Decision Proya concurrence making partia meeting prop states key p prop prop appro appro and a plant	Project scope Creative meeting development object effort meeting celor point frame is abb	PROJECT TYPE OR J	
Allow the Project Manager to meet with those identified as part of the core project team (may need to meet multiple times) to begin to identify potential gubleans and to align resources with		Provide a forum for participants to confirm and agree upon the scope, proposed purpose statement, objectives, and key project drivers for the proposed effort. An approved project charter serves as the official sanction or start of a project and allows for continued planning, funding, and resource allocation.	Allow participants to clearly outline the purpose and objectives of the proposed effort. The projectscope meeting is ultimately held to clearly define the anchor points or scope that will frame the effort of work that is about to be undertaken.	THIS MEETING IS DESIGNED TO:::	BROY
To confirm core project team members To identity extended project team members To develop presentation		To confirm the business case To finalize the project purpose and scope To confirm the key drivers of the project from both a business and a consumer perspective	 To clearly define the purpose for and objectives of the project To draft the project scope and phasing of the effort 	Овлестиеѕ	ECTMEETING
 Finalized Project Charter List of potential core and extended project team member Notes from all preliminary project planning meetings 		 Finalized business case Data analysis to support the business case and customer needs completed to date Preliminary project scope 	 Latest version of the business case Business objectives and targets Description of business problem or need Notes from any preliminary scope discussions Output from ideation and/or strategy meetings 	Meurs	RROJECTMEETINGS/BYRHASE
• Agreed-upon listor core team and extended project team members • Finalized kickoff meeting Agenda • Finalized kickoff meeting presentation materials		•Confirmation of project scope •Agreed-on project charter document •Approval to formally fund the effort •Approval to engage a project manager	 Preliminary scope including proposed project purpose, project objectives, assumptions, constraints and phasing 	Ourrors	
• Facilitator • Project sponsor(s) • Project manager • Product manager • Line of business stakeholder(s) • Technology representative(s)		Facilitator Key executive(s) Potential project sponsor(s) Potential project manager Potential product manager Line of business stakeholder(s) Marketing representative(s)	Facilitator Potential project sponsor(9) Potential project manager Potential product manager Line of business stakeholder(9)	Suggested, PARTICIPANTS	

تاریخ : شماره : پیوست :



معاونت پژوېش و فاوري

**Constraints and dependencies of any entangencies the size and time front the size and time needed to complete the size and time and constraints and constraints and dependencies overlapping activities of the size and constraints and dependencies overlapping activities of the size and constraints and dependencies of the size and time overlapping activities of the size of any scheduled the effort the effort the size and time overlapping constraints and overlapping activities of the size of any scheduled the effort the size and constraints and overlapping constraints and overlapping activities of the proposed baseline project constraints and dependencies of the project tharter case finalized business case finalized business case finalized business case of the project background presentation materials (to provide history and date) presentation materials (to provide history and thoughts (if participants were of the project categories to othe meeting) case of the project categories of other meeting) categories or ways conversation			PROJ	ECTIMEETIN	PROJECTIMEETINGS BY PHASE		
Greative development describes and the exchange of a school service of the exchange of the exc		PURPOSE	THIS MEETING IS.	Овлестия	Sinetty	Ourrus	PARTICIPANTS
creation Creative Above the project isam to mink to relate the ker and after responsibilities care the they responsibilities and additinget through the key project through the key project above through the key project than seeing grantable. Creative through the key project through the key and time through the key and through the project to constraints, dependencies through the project to execons functionals to execons function related to execons function related to the effort to the project to the official beginning of the originating the project to the responsible for properties and through the project through the project in proving the project inporting the project inporting the project inporting the project throughout the processes These meating that the processes that work project throughout the project throughout the processes the key processes the same and wedgestloss of the throughout the project throughout throughout the project throughout throughout the project throughout	Key deliverable planning maeting	Creative development & Decision	a perior and continued to the contract of the	 To identify nonnegotiable key deliverables and the 	 Updated list of assumptions, constraints, dependencies List of any outstanding 	*List of nonnegotiable key deliverables *List of key	•Project manager
Creation Creative constraints and constraints dependencies with the size and time and strong three tay project the size and time and strong three times are insecting provides that the size and time are defect complete with the size and time and the size and time are defected to constraints, dependencies with the size and time and the size and time are defected to constraints, dependencies that the size and time are defected to the size and time and to not at the size and time and the size and to not at the size and time and the size and to not at the size and time and time and time and time and time are size and time and time and time are size and time are s		making	on a standard formal in which the deliverables will be created.	meetings required to create the key deliverables	timeline concerns Proposed list of roles and responsibilities	deliverable meetings and target completion dates	 Product manager Project management office
Creative							representative(s)
meeting indicates the recover of the entry in a process of the entry in the effort entry in the effort of the entry in the effort entry in the effort of the entry in the effort entry in the effort of the entry in the effort entry in the effort of the entry in the effort entry in the effort of the entry in the effort entry in the effort of the entry in the effort entry in the effort of the entry in the effort entry in the en	Timeline creation	Creative development	Attow the project team to think through the key project	the exist of the time	 List of all known assumptions, constraints, dependencies 	 Agreed upon project milestone timeline 	Project aponaor(s)
formation project case and extended project teammenhear imporements that method exchange of the official beginning of project team members who will be exposed be transible to exchange of the official beginning of project team members who will be exposed be transible to extended project team members improving the project santing the project. Greative development it dearling ensembles transible through the held multiple trans throughout the project fleerycle. Provides a guggestione or waye constraints and discuss conscribing the project professes that work the format business and development to the core and transible transible trans throughout the project fleerycle. Provides a suggestione or waye conversation are very least through the fleery provides a suggestione or waye conversation. **To uncover dates and chock at with convertables and chief to developing the project potential suddentify conversation. **Contirmed test of cove and extended project transible vitable project transible vitable project transible vitable project processes that work transible transible transible vitable project processes that work transible vitable vit	ć	•	mbedanes in an interactive way. This meeting provides a	needed to complete the effort	•List of any scheduled	 Updated list of assumptions. 	•Project manager
dependencies and dependencies overlapping constraints, dependencies and shork at potential might project troadmap potential might project files and activities are the project readmap potential might project be are singly an opportunity to introduce the effort to the core and extended project trammembers. This meeting generally serves as purpose and extended project trammembers. This meeting generally serves as purpose and extended project trammembers who will be extended project team members who will be exposable for implementing the project. Ramed Greative Gather best project. Gather best process that work trimes throughout the project times throughout the project times throughout the project times and throughs throughout the project times throughout the project times throughout the project times throughout the project times through the project times throughout the project times throughout the project times throughout the project times through the project times throughout the project times through times through the project times through the			forum for all participants to	•To uncover	dates	constraints,	BIBLING CORESTONS.
polantal migration established is need in conjunction with the project focus and extended project team members. This earned core and extended project team members. This earned to project the official baginning of project the effort or extended project the official baginning of project the effort or extended project the official baginning of pro			assumptions, constraints,	unrealistic dates and	 High-level project roadmap List of key deliverables 	•Tuneline rationale	 Line of business stakeholder(s)
bearmed Greative to development identify a project standard project improving the project improving the project standard project team members who will be attended project extended project team members who will be attended project extended project team members who will be attended project extended project team members who will be attended project team members and extended project team members times throughout the crea and extended project team members that divide the purpose and scope project background on work done to provide history and extended project team members are project background on work done to provide history and extended project team members are project team members the project background on work done to provide history and extended project to provide history and ext			polantial mitigation strategies	activities	•Known resources	*List of any	•Marketing
is held in conjunction with the project icknoff meeting). Provide an opportunity to introduce the effort to the core and extended project teammembers. This core and extended project teammembers. The core and extended project teammembers in the core and extended project teammembers. The core and extended project teammembers. The core and extended project teammembers involve the core and extended project teammembers. The core and extended project teammembers involve the core and extended project teammembers. The core and extended project teammembers involve the core and extended project teammembers. The core and extended project teammembers involve the core and extended project teammembers involve the core and extended project teammembers. To review the key chiral teach project teammembers involve the core and extended project teammembers. To review the key chiral teach project teammembers involve the core and drivers of the project date) Propagation are the project teammembers into review the key chiral teach project teammembers in the project team members in			issues frometimes this meeting	constraints and		concerns	• Technology
introduce the effort to the exchange introduce the effort to the core and extended project taam members. This meeting generally serves as meetings that the official beginning of project meetings that members who will be extended project team members with the official beginning of project meetings that members who will be extended project team members with the official beginning of project meetings that members with which will be extended project team members with the timptowing the project. Proposed baseline project transment timptomes and endergoe project background to project background on work done to especial expertise or provide history and suggestions for improving the project. Proposed baseline project timeline timptomes and endergoe project background on work done to especial expertise or provide history and suggestions for improving the project. Proposed baseline project timeline transments (to expect the project background on work done to especial expertise or the area they expective. Proposed baseline project timeline timeline to extended project to expect the conditional resources needed to provide history and suggestional every protects and extended project to expect the project drivers of the project background on work done to especial expertise or the area they expective. Proposed baseline project timeline timeline transments (to expect the conditional resources needed to provide history and extended project timeline timeline transments (to expect the earm entire) expective. Proposed baseline project timeline timeline transments (to expect the project background on work done to expectate expertise or the area they expective. Proposed background on work done to expectate expertise or the project provide history and euggestive. Proposed background on work done to expectate expertise or the project the project they expectate expertise or the project provide history individual bases and endritor expectate expertise or the project they expectate expertise or the project they ex			is new in conjunction with the project lockoff meeting)	dependencies			representative(s)
exchange core and extended project case and extended project team members. This team members are the official beginning of project meeting generally serves as finalized project the official beginning of project meetings that involve the core and extended project team members who will be responsible for implamenting the project. Gather best project case improving the project core and development identify suggestions for impart times throughout the project lifecycle. Provides suggestions or ways conversation Creative	Kickoff meeting	Information	Provide an opportunity to	•To review the	-Finalized business case	•Confirmed list of core	- Facilitator
teammembers. This meeting generally serves as the official beginning of project meetings that involve the core and nove the project team members who will be extended project team members who will be responsible for implamenting the project. Isamed Creative Gather best practices and development improving the project informable for improving the project identify should be held multiple times throughout the project tiffecycle. Provides To seview the text project background on work done to present the project date)		eKcuana	core and extended project	Case	Proposed baseline project	team members	•Project manager
meeting generally serves as the official beginning of project meetings that the official beginning of project meetings that involve the core and movive the core and extended project team members who will be responsible for implamenting the project. Ramed Creative Gather best practices and development indicating the project individual indexes and process. These meetings should be held multiple times throughout the project finest indicating the project should be held multiple times throughout the project finest cycle. Provides suggestions or ways conversation			teammembers. This	"To review the	timeline	 List of additional 	•Product manager
be official beginning of purpose and accope presentation maternals (to purpose and accope project meetings that involve the core and drivers of the project background on work done to the area they extended project team members who will be responsible for perspective. Gather best practices and development improving the project from a business and development from a business and responsible for perspective. Gather best practices and responsible for practices and responsible for practices and responsible for process. These meetings should be held multiple times throughout the project trans throughout the project frecycle. Provides suggestions or ways conversation			meeting generally serves as	finalized project	Project background	resources needed to	eneung westang.
involve the core and extended project team extended project team extended project team from a business and extended project team a consumer a consumer suggested team members who will be responsible for implementing the project. Parmed Greative Gather bast practices and development inproving the project inproving the project process. These meetings should be held multiple times throughout the project lifecycle. Provides suggestions or ways conversation			the official beginning of	 To review the key 	presentation materials (to	special expertise or	atakeholder(a)
extended project team members who will be responsible for resp			involve the core and	drivers of the project	background on work done to	the area they	•Marketing
members who will be a consumer suggested team members who will be project irriplementing the project. Ramed Creative Gather best practices and development inproving the project of endings should be held multiple times throughout the project times at throughout the project times throughout throughout the project times throughout thro			extended project team	from a business and	date)	represent	representative(s)
learned Creative Gather best project Gather best project inproving the project process. These meetings should be held multiple project times throughout the project times throughout throughout throughout throughout throughout throughout throughout t			members who will be	a consumer	*List of potential gubinants and		•Technology
learned Creative Gather best practices and development identify suggestions for process. These meetings should be held multiple times throughout the project figerycle. Provides suggestions or ways conversation.			responsible for	perapective.	auggested team mambers		(e)evd&Inesender
Factive Gather best practices and development identify suggestions for practices and improving the project process. These meetings should be held multiple times throughout the project lifecycle. Provides suggestions or ways conversation intoximate the street base practices and should be held multiple times throughout the project lifecycle. Provides suggestions or ways conversation "Last of indawcual lobas and suggestion and shoughts (if participants were matrix asked to provide a sample list vilidgation approach project lifecycle. Provides suggestions or ways conversation "Last of indawcual lobas and suggestion and should be an individual categories to spark "Last of indawcual lobas and suggestion and should be an individual categories to spark "Last of indawcual lobas and should be an individual provide a sample list vilidgation approach will be suggestions or ways conversation".			implementing the project				
development indentify suggestions for practices unoughts (it participants were indentify asked to provide a sample list "Mitigation approach process. These meetings process at the project being the project being well stated in the project lifecycle. Provides suggestions or ways conversation	Lessons learned	Greative	Gather best practices and	• To share best	*Lat of individual ideas and	• Lessons learned	- Pacutator
ge processes that work prior to the meeting) well *List of high-level predefined *To identify categories to spark suggestions or ways conversation	eBuneau	nemgabreo	improving the project	• To identify	asked to provide a sample test	 Mitigation approach 	•Project manager
well *To identify -To identify suggestions or ways conversation			process. These meetings	processes that work	prior to the meeting)	•	*Project manageme
*To identify categories to spark das suggestions or ways conversation			should be held multiple	IIGN	· List of high-level predefined		office
suggestions or ways conversation			times throughout the	 To identify 	categories to spark		representative(s)
_			project lifecycle. Provides	euggestions or ways	conversation		•Product manager

پيوست :



ماونت پژویش و فناوری

PROJECT MEETING	PURPOSE	THIS MEETING IS	OBJECTIVES	
		and to develop an action plan for implementing the suggested improvements.	ргосвяв	previous project efforts that may be applied to this pool
•Execute Phase Heetings	mga Bgri			
Rules of engagement	пакіпд	Eing the members of the newly formed project team (core and extended) together to agree on the approach of how project documentation and communication will be handled during the course of the life of the project. This includes determining the standing meeting schedule, the roles and responsibilities of each team member, status	 lo clamy the rows and responsibilities of each team member To establish the status reporting guidelines (frequency, due date, format, repiritants) 	e-Continued list of core and extended project team members •Pretiminary list of potential project rokes (outputs from planning meetings) •Draft of subteam groups and team members
Project status meetings	Information exchange	escalation guidelines and where and how to access project documentation.	To establish escalation guidefines (document severity levels, key contacts)	•Output fro & kickoff r
StakehoMarreview		escalation guidelines and where and how to access project documentation. Provide an opportunity for individual teambaders to give an update on the current status of their progress.	To establish as escalation guidelines (document severity levels, key contacts) levels, key contacts) To provide the status of work completed to date To identify activities that were scheduled but did not occur	* Output & Kick kick status comple
meetinge	biformation exchange	escalation guidelines and where and how to access project documentation. Provide an opportunity for individual team haders to give an update on the current status of their progress. Provide status of the progress made to date, outline key issues, and ask for direction to chair roadblocks preventing the project from moving forward	To provide the status of work competed to date To identify activities that were scheduled but did not occur To provide the status of work completed to date To identify activities that were scheduled but did not occur To provide current status and heath of the project	

تاريخ : شماره :

پيوست :



ماونت پژوېش و فاوري

		PROX	ECTAMEETIN	PROJECT/MEETINGS BYPHASE		
PROJECT	PURPOSE A	THIS MEETING IS	Овинстиче	MPUTS	Ourrus	SUGGESTED) PARTICIPANTS
		with the executives to report status of the progress made to date, outline key issues, and ask for direction to char roadblocks preventing the project from moving forward. It is very similar to the stakeholder review meetings.	To confirm that the project is on track with the everal vision of the executive team To outline key risks and issues facing the project	escalate to the executives for decision	*List of questions for project team members from executives	*Line of business stakeholder(s), if sequired to better understand the issues
Risk identification meetings	Greative development	Kientify and assess the high-level risks associated with the project. Some areas of focus include (but are not firmited to) customer, employee, finance, operation and market risks. A more in-depth meeting may include identifying all the ways a product or process may fail.	To identify the potential risks surrounding the project effort. To identify the causes and impacts of those risks To agree on the required actions and mitigation strategy.	List of risks identified during any of the Key Deliverable Meetings (analysis and design meetings, business requirements meetings, technical design, technical design, implementation approach, communication approach, training approach, and so on)	Prioritized list of risks by severity, probability of occurrence, and detectability *Ilitigation strategy for identified risks *Identified "cwner" to monitor the mitigation strategy	-PIAF -Project apone or[e] -Project manager -Product manager -Project core team -Subteam owners -Line of business stakeholder[s] -Marketing representative(e)
Team development meetings	Coaching	To encourage the development of a cohesive team and address any roadblocks preventing team members from being effective in their roles.	To review project goals To identify ways to improve the group's experience	Project scope, purpose, objectives "Team member project experiences	•Confirmation that project goals are in alignment with overall business strategy •List of roadblocks to be escalated	PIMF Project eponsor(e) Project manager Core and extended project teams
hdividual development maetings	Coaching	Review individual interests, set long-term and short-term goals, and establish key developmental steps to ensure continued professional growth.	To review individual goals To conrelate project team goals with individual goals To agrae on career path eteps	Individuals' goals Project (sam's goals Project manager's goals Observations regarding Individual performance Any other issues or topics to be discussed	Career development plan Action plan for resolution of issues, if any Commitment to development steps	Project manages •Individual team member

پيوست :



ماونت پژویش و فاوری

		And the second s	A STATE OF THE PERSON NAMED OF THE PERSON NAME	A STATE OF THE PERSON NAMED OF THE PERSON NAME	The state of the s	
PROJECT.	PURPOSE	THIS MEETING IS	Овлестиеs	MEUIS	OUTPUTS	SUGGESTED) PARTICIPANTS
"Control Phase Meetings	tinge					
Ghange control maetings	пакия	Review project change control requests enauring that the project tracks to the timeline, stays within budget, and does not experience scope creep.	• To provide project team with one of four change control decisions: Approved Octomplate Observed Deferred Observed Observed Octomplate Observed Octomplate Observed Octomplate	• Change control request form	complete, deferred, denied) regarding individual change requests *Updated change control matrix	Project aponaor(a) Project manager Project manager Line of business stakeholder(e)
Grais resolution maetings	Creative Development	Gather information when something is not working correctly. The meeting is a brainstorming session where participants identify the problem(s), identify	*To capture key problems and is sues faced by the project team *To identify root causes of the	 List of individual ideas and thoughts about the problem (if participants were asked to provide a sample fist prior to the meeting) List of high-level predefined 	Prioritized list of problems and issues to be resolved List of corrective activities (with owners and	• Facilitator • Project sponsor(s) • Project manager • Product manager • Product manager • Subteam owners • Line of business
Timesour manifors	Darision	Confirm who is	*To clearly outline	*List of open dema	Proposed roles and	•Facilitator
Tumover meetings	Decision making	Confirm who is responsible for or owns specific piaces of the project going forward as the effort moves from project status to normal course of business and daily operations. During the meeting, any open action dema or issues must have owners assigned and a plan outlined of how to close those items so the project can be officially closed.	To clearly outline robas and responsibilities of project members to fine of business owners To confirm that all project and implementation issues have been closed	List of open dering List of line of business and daily operations owners	Proposed roles and responsibilities matrix List of closed project implementation issues List of open project implementation issues	*Faculator *Project sponsoufe) *Project manager *Project manager *Product manager *Cubteam owners *Line of business stakshodler[e] *Harketing representative[s] *Technology representative[s] *Quality professional[s] *Testing representative[s]

Project retrospective meeting	Project wrap-up meeting	PROJECTI MEETING: • Close Phase M	+ 2 2
4			
development	bitornation exchange	PURPOSE I	
Review of a consolidated fat of all of the lessons learned. Evaluate which mitigation strategies worked, which did not, and why. Identify ways to incorporate learnings into future efforts.	Confirm that the project is incorporated into the ongoing daily operations of the organization and tie up all the loose ends as it relates to the implementation, tumover plans and project deliverables. This meeting should also provide feedback on the project results to goals thus far.	THIS MEETING IS)	PROJI
To share best practices To identify processes that work well To identify suggestions or vaye to improve the process	To verify original scope was met as defined To verify desired business objectives were met To obtain buy-in and sign-off on implementation activities so that project can be officially closed	(OBJEGJIVES)	ECTIMEETING
•Consolidated and categorized list of all lessons learned and possible mitigation strategies •List of individual ideas / thoughts (if participants were asked to provide a sample list prior to the meeting)	 Project turnover meeting documentation Proposed normal course of business responsibilities matrix List of closed project implementation issues List of open project implementation issues List of project deliverables Assessment of project results to original goals (as known at this point) 	Meurs	RROVECTMEETINGS/BY/RHASE
•Finalized leasons learned matrix •List of best practices that can be applied to future efforts •Action plan for getting the improvements implemented	 Confirmation that original project scope and business objectives were met Confirmation of normal course of business responsibilities matrix 	Ourus	
•Facilitator •Project management office representative(s) •Project manager •Product manager •Subteam owners •Marketing representative(s)	•Facilitator •Project eponsor(e) •Project manager •Product manager •Subteam owners •Line of business •Line of business •Itarkehokler(e) •Marketing representative(e) •representative(e)	SUGGESTED) PARTICIPANTS	

تاريخ : شماره :



ماونت پژویش و فاوری

پیوست سه: نمونه چک لیست موضوعات مورد بررسی در جلسه شروع پروژه

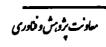
Appendix 3: Kick off Meeting Checklist

	Kick off Meeting Checklist
Proj	ject Name: Client:
-	ject Manager: Date:
Con	ntract
	Received the signed contract
	Distributed copies of the contract and communicated key contract terms to the project team
Clie	nt Needs and Priorities
	Documented and communicated client needs, priorities, and project goals to the project team
	Benchmarked service expectations
	Prepared and distributed the Client Service Plan
Proj	ject Plan
	Drafted the Project Management Plan and distributed copies to the team
	Received the needed client-supplied and third-party project information
	Identified any significant constraints in terms of schedule, budget, or information needs
Tear	m Member Roles
	Identified the Project Principal
	Identified the project team, confirmed their availability, and defined their roles
	Defined points of coordination, communication guidelines, and decision pathways (communication plan)
Scor	pe of Work
	Developed the work breakdown structure (WBS) and shared it with the team
	Identified the project deliverables, both interim and final, and established milestones
	Made work assignments to both internal team members and subcontractors
	Reached consensus among team members on the appropriateness of the scope & associated budget & schedule
Proj	ject Schedule
	Specified when each task and deliverable needs to be completed
	Established, and reinforced the importance of keeping, intermediate internal deadlines
	Discussed the interdependencies of certain tasks and identified critical path tasks
Proj	ject Budget
	Assigned task budgets (work hours) and confirmed understanding by team members
	Project profit analysis performed by the project accountant
	Fund of project
	Cost control plan
	Project overhead

تاريخ : شماره :

پيوست :





Proj	ect Rreviews
▫╽	Completed the spread sheet to support EVA
	Defined a preliminary project review schedule
	Communicated to the team the critical metrics and targets for tracking project performance
	Applicable standards
	List of documents
Qua	lity Assurance/Quality Control
	Completed a Quality Control Plan
	Identified reviewers and asked them to provide input to the draft PMP
	Established key review checkpoints and integrated them into the schedule
Proj	ect Administrative System
	Established project records management and retention procedures
	Defined procedures for project filing and drawing maintenance
	Specified the design standards to be used
Pro	curement and Subcontracting
	Defined a procurement and subcontracting strategy
	Determined what input or associated deliverables are needed to support procurement and subcontracting
	Identified all client procurement and subcontracting requirements that might apply to this project
Cha	nge Management
	Established the procedures by which project changes will be identified, managed, and tracked (change management plan)
	Reviewed change management procedures with the team, as well as relevant contract terms and conditions
Risl	Management
	Project team collectively identified potential risks associated with the project
	Developed action plans to mitigate those potential risks
You	r Expectations As Project Manager
	Defined your expectations of the team regarding quality, commitment, cooperation, communications, etc.
Pro	ect Team's Expectations
	Encouraged the team to share their expectations regarding communication, cooperation, recognition, etc.