

آئین نامه

برگزاری جلسه شروع پروژه (Kick off Meeting)

"سند پشتیبان دستورالعمل نظارت عالی بر طرح‌ها و پروژه‌های پژوهش و فناوری صنعت نفت در قرارداد منعقد فی مابین دانشگاه‌ها و مراکز پژوهشی با شرکت ملی نفت ایران"

در راستای اجرای ابلاغیه شماره ۵۳۴۵۵۷-۲۸/۱ مورخ ۹۳/۱۱/۱۲ مقام عالی وزارت و واگذاری "نظارت عالی 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 به منظور تبیین "اسناد فنی-اجرایی پشتیبان"^۱ دستورالعمل نظارت عالی (موضوع نامه شماره ۲۶۳۹۶۶ مورخ ۹۳/۸/۵) و قرارداد منعقد فی مابین دانشگاه‌ها و موسسات پژوهشی با شرکت ملی نفت ایران (موضوع نامه‌های شماره ۷۱۵۰ مورخ ۹۳/۱۲/۱۳، شماره ۷۱۴۳ مورخ ۹۳/۱۲/۱۳ و شماره ۷۲۳۰ مورخ ۹۳/۱۲/۱۷)، آئین نامه حاضر ابلاغ می‌گردد.

مقدمه

"جلسه شروع پروژه"^۲ 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 "پیش‌درخواست"^۳ تا طراحی، اجرا، بهره‌برداری و خاتمه کار؛ مدارک و مستندات متعددی تهیه می‌گردد و اقدامات معتابیهی بر اساس مصوبات این جلسه و برای پاسخ به "تعهدات قراردادی"^۴ درخصوص چارچوب موارد مهم صورت می‌پذیرد. لذا با تاکید بر حوزه‌های ده‌گانه موفقیت پروژه (به شرح پیوست یک)، برگزاری این جلسه برای کلیه قراردادهای پروژه‌های پژوهشی صنعت نفت (با مبلغ اولیه دو میلیارد ریال به پایه سال ۱۳۹۴) جهت ایجاد نگرش مشترک و درک کامل "منشور پروژه"^۵ توسط ذینفعان اصلی الزامی است.

هدف

بمنظور ارتقاء سطح کیفیت اقدامات و تبادل مدارک در ابتدای کار و ایجاد بستر لازم برای تحقق مواد ۱، ۱۵، ۱۶ از شرایط خصوصی مجموعه قرارداد منعقد با دانشگاه‌ها و مراکز پژوهشی و همچنین انجام اقدامات لازم در جهت

^۱ Relevant Supporting Documents

^۲ Kick off Meeting

^۳ Pre-acquisition

^۴ Contractual Commitment/ Obligation

^۵ Project Charter

تشریح و تدقیق مفاد قرارداد، ایجاد شفافیت لازم در شرح کار/ برنامه اجرایی و همچنین شناسایی فعالیت‌های مهم و اصلی؛ برگزاری "جلسه شروع پروژه" شرایط و موقعیت مناسب برای افزایش ضریب موفقیت در کسب نتایج از طریق مواجهه فعال با انواع ریسک‌ها در ابتدای پروژه (و قبل از انجام هزینه) را فراهم می‌نماید. آئین‌نامه حاضر در شش (۶) 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 فاز اجرایی که پروژه در آن قرار دارد (به شرح پیوست دو) برگزار می‌شود. "جلسه شروع پروژه" موضوع این آیین‌نامه می‌باشد.

۲-۱ "جلسه شروع پروژه": در این جلسه اهم "تمهیدات قراردادی" و "اقلام قابل تحویل"^۱، "مفروضات"^۲ و "محدودیت‌ها"^۳ 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 می‌شود.

تبصره یک: برای مگا پروژه‌ها و یا پروژه‌های پیچیده و دارای ذینفعان متعدد، بنا به صلاحدید مدیر پروژه "جلسه شروع پروژه" می‌تواند به تفکیک بخش‌های مختلف (مانند: فنی، حقوقی، بازرگانی، مدیریتی) و طی چند نشست متفاوت برگزار گردد. برای قرارداد دانشگاه‌ها و مراکز پژوهشی پیشنهاد می‌شود؛ ابتدا این 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 پیش‌نیازها و روش‌های اجرایی مشخصاً توسط آنها تبیین و تدقیق شود.

ماده ۳: روش برگزاری جلسه

شرکت‌کنندگان به گروه‌های اجرایی/ تخصصی مختلف تفکیک و "دستور جلسه"^۴ مطابق ماده ۴ آئین‌نامه حاضر برای مدعوین ارسال می‌شود. پس از انجام جلسه نیز صورتجلسه مطابق مفاد ماده ۵ تهیه و تنظیم می‌گردد. رعایت زمانبندی جلسه و استفاده از عبارات دقیق و منطبق بر مفاد قرارداد در تمامی این مراحل مورد تاکید است.

^۱ Contract/ Project Deliverables

^۲ Project Assumptions

^۳ Contract Constrains

ماده ۴: دستور جلسه

مطابق روال پروژه‌های جاری و به روش مصوب سازمان، دستور جلسه در دو بخش عمده موارد "عمومی" و "خاص" به شرح زیر تهیه می‌شود.

۱-۴ موارد عمومی

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

- معرفی شرکت کنندگان: 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 می‌شود.
 - اهداف و نتایج پروژه: اهم اهداف، برنامه‌ها، نتایج و انتظارات گروه‌ها تشریح می‌گردد.
 - سازمان پروژه: فرآیند اجرای قرارداد و چارت سازمانی پروژه بررسی می‌شود. سپس راجع به زمان و نحوه تهیه ماتریس نقش‌ها و مسئولیت‌ها^۱ اعضای کلیدی پروژه و نحوه ارائه و تصویب آن اتخاذ تصمیم می‌شود.
 - برنامه پروژه: برنامه موقت^{۱۱} کاری، روش پرداخت‌ها/ 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 پروژه، روش مدیریت زمان/ هزینه/ کیفیت/ شرح کار/ ریسک، حدود مجاز تغییرات و نحوه مواجهه با تغییرات عمده توافق می‌گردد.
 - 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 می‌شود.
 - تشریح آیین‌نامه‌های مهم اجرایی: حسب موضوع قرارداد/ پروژه، آئین‌نامه‌ها و دستورالعمل‌های مهم مرتبط اطلاع‌رسانی می‌شود. درخصوص قرارداد دانشگاه‌ها و مراکز پژوهشی، "دستورالعمل نظارت عالی بر طرح‌ها و پروژه‌های پژوهش و فناوری صنعت نفت" و آئین‌نامه‌های اجرایی آن اطلاع‌رسانی می‌شود. سپس مسئولیت و وظائف گروه‌های موضوع ماده ۳ برای تفصیل و اجرای آئین‌نامه‌ها مشخص می‌گردد.
 - پرسش و پاسخ: در پایان جلسه ضمن پاسخ به سوالات، تصمیمات نهایی در صورت جلسه قید می‌شود.
- نمونه چک لیست موارد عمومی و مشترک (به شرح پیوست سه) ارائه شده است.

^۱ Agenda Meeting

^۱ Responsibility Assignment Matrix (RAM)

^{۱۱} Interim Plan

۴-۲ موارد خاص (در قرارداد با دانشگاه‌ها و مراکز پژوهشی):

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

- حداکثرسازی ضریب ازدیاد برداشت از مخازن، سهولت عملیات تولید با خلق نوآوری و بکارگیری فناوری‌های 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 ۶-۲ قرارداد.
- همکار مشاور مجرب داخلی یا خارجی؛ موضوع ماده ۶-۴ قرارداد.
- تهیه نقشه راه فناوری میدان؛ موضوع ماده ۶-۵ قرارداد.
- ایجاد و راه‌اندازی مرکز تخصصی ازدیاد برداشت؛ موضوع ماده ۶-۶ قرارداد.

ماده ۵: تهیه و تنظیم صورتجلسه

صورتجلسه به فرم مورد تایید طرفین قرارداد و ذینفعان اصلی پروژه تنظیم و تبادل می‌شود. 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"^{۱۲} قرارداد/ پروژه درج می‌شود. در زمانبندی تفصیلی شماره ردیف تعهدات صورتجلسه به عنوان "کد مرجع"^{۱۳} لحاظ می‌گردد. پس از تایید و تصویب زمانبندی تفصیلی پیگیری صورتجلسه از دستورکار خارج می‌شود.

ماده ۶: کنفرانس طراحی^{۱۴}

چنانچه "جلسه شروع پروژه" در زمان مقرر و یا متناسب با مفاد قید شده در ماده ۴ این آئین‌نامه برگزار نگردد، بنابر تایید مدیر پروژه، کنفرانس طراحی با تفصیل بیشتر برگزار می‌شود. در این کنفرانس ضمن بررسی شرایط فنی کار، درخصوص فلسفه/ مبانی/ معیارهای طراحی^{۱۵}، نرم‌افزارها و استانداردهای مورد پذیرش^{۱۶}، لیست و محتوای مدارک، روش تولید/ ارائه/ بررسی و تایید مدارک مذاکره و تصمیم‌گیری می‌شود. بازدید از امکانات، دفتر/ دفاتر فنی و آشنایی با گروه فنی و روال‌های اجرایی مشاوران پژوهشی توصیه می‌شود.

^{۱۲} Detailed Schedule

^{۱۳} Reference Code (RC)

^{۱۴} Design Conference

^{۱۵} Design philosophy, Basis and Criteria

^{۱۶} Applicable Standards and Soft wares



تاریخ :

شماره :

پیوست :

سازمان پژوهش و فناوری

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.

پیوست دو: فهرست جلسات پروژه در فازهای مختلف اجرای پروژه

Appendix 2: Project Meetings By Phase

PROJECT MEETINGS BY PHASE						
PROJECT MEETING	TYPE OR PURPOSE	THIS MEETING IS DESIGNED TO...	OBJECTIVES	INPUTS	OUTPUTS	SUGGESTED PARTICIPANTS
INITIATE PHASE MEETINGS						
Ideation meeting	Creative development	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.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 (if participants were asked to provide a sample list prior to the meeting) List of high level pre-defined categories to spark conversation 	<ul style="list-style-type: none"> 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 data needed to further assess the suggestions 	<ul style="list-style-type: none"> Facilitator Potential project sponsor(s) Potential project manager Line of business stakeholder(s) Marketing representative(s) Subject matter expert(s)
Strategy meeting	Creative development	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.	<ul style="list-style-type: none"> To determine if the business case warrants further exploration To begin to frame the business case in light of the organization's strategic vision 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Business Case draft Statement outlining how the proposed project supports the overarching business strategy/vision Formal recommendation to move forward or cease work on effort 	<ul style="list-style-type: none"> Facilitator Senior executive(s) Potential project sponsor(s) Potential project manager Line of business stakeholder(s)

PROJECT MEETINGS BY PHASE

PROJECT MEETING	TYPE OR PURPOSE	THIS MEETING IS DESIGNED TO...	OBJECTIVES	Inputs	Outputs	SUGGESTED PARTICIPANTS
Project scope meeting	Creative development	Allow participants to clarify outline the purpose and objectives of the proposed effort. The project scope 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.	<ul style="list-style-type: none"> To clearly define the purpose for and objectives of the project To draft the project scope and phasing of the effort 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Preliminary scope including proposed project purpose, project objectives, assumptions, constraints and phasing 	<ul style="list-style-type: none"> Facilitator Potential project sponsor(s) Potential project manager Potential product manager Line of business stakeholder(s)
Project charter concurrence meeting	Decision making	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.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Finalized business case Data analysis to support the business case and customer needs completed to date Preliminary project scope 	<ul style="list-style-type: none"> Confirmation of project scope Agreed-on project charter document Approval to formally fund the effort Approval to engage a project manager 	<ul style="list-style-type: none"> Facilitator Key executive(s) Potential project sponsor(s) Potential project manager Potential product manager Line of business stakeholder(s) Marketing representative(s)
PLANNING PHASE MEETINGS						
Project planning meetings	Creative development	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 sub-leads and to align resources with the overall purpose and scope of the effort based upon the finalized project charter.	<ul style="list-style-type: none"> To confirm core project team members To identify extended project team members To develop presentation materials & agenda for the kickoff meeting 	<ul style="list-style-type: none"> Finalized Project Charter List of potential core and extended project team member Notes from all preliminary project planning meetings 	<ul style="list-style-type: none"> Agreed-upon list of extended project team members Finalized kickoff meeting Agenda Finalized kickoff meeting presentation materials 	<ul style="list-style-type: none"> Facilitator Project sponsor(s) Project manager Product manager Line of business stakeholder(s) Technology representative(s)

PROJECT MEETINGS BY PHASE

PROJECT MEETING	TYPE OR PURPOSE	THIS MEETING IS DESIGNED TO...	OBJECTIVES	INPUTS	OUTPUTS	SUGGESTED PARTICIPANTS
Key deliverable planning meeting	Creative development & Decision making	Describe and confirm the key deliverables that are required to support the effort and to agree on a standard format in which the deliverables will be created.	<ul style="list-style-type: none"> To identify nonnegotiable key deliverables and the meetings required to create the key deliverables 	<ul style="list-style-type: none"> Updated list of assumptions, constraints, dependencies List of any outstanding timing concerns Proposed list of roles and responsibilities 	<ul style="list-style-type: none"> List of nonnegotiable key deliverables List of key deliverable meetings and target completion dates 	<ul style="list-style-type: none"> Facilitator Project sponsor(s) Project manager Product manager Project management office representative(s)
Timeline creation meeting	Creative development	Allow the project team to think through the key project milestones in an interactive way. This meeting provides a forum for all participants to discuss concerns, assumptions, constraints, dependencies and to look at potential mitigation strategies to overcome identified issues. <i>Outcome: this meeting is held in conjunction with the project kick-off meeting.</i>	<ul style="list-style-type: none"> To visually depict the size and time needed to complete the effort To uncover unresolvable dates and overlapping activities To identify key constraints and dependencies 	<ul style="list-style-type: none"> List of all known assumptions, constraints, dependencies List of any scheduled enterprise application release dates High-level project roadmap List of key deliverables Known resources 	<ul style="list-style-type: none"> Agreed upon project milestone timeline Updated list of assumptions, constraints, dependencies Timeline rationale List of any outstanding timeline concerns 	<ul style="list-style-type: none"> Facilitator Project sponsor(s) Project manager Subsystem owners Line of business stakeholder(s) Marketing representative(s) Technology representative(s)
Kickoff meeting	Information exchange	Provide an opportunity to introduce the effort to the core and extended project team members. This meeting generally serves as the official beginning of project meetings that involve the core and extended project team members who will be responsible for implementing the project.	<ul style="list-style-type: none"> To review the finalized business case To review the finalized project purpose and scope To review the key drivers of the project from a business and a consumer perspective. 	<ul style="list-style-type: none"> Finalized business case Finalized project charter Proposed baseline project timeline Project background presentation materials (to provide history and background on work done to date) List of potential risks and suggested team members 	<ul style="list-style-type: none"> Confirmed list of core and extended project team members List of additional resources needed to join effort due to special expertise or the area they represent 	<ul style="list-style-type: none"> Facilitator Project sponsor(s) Project manager Subsystem Owners Line of business stakeholder(s) Marketing representative(s) Technology representative(s)
Lessons learned meetings	Creative development	Gather best practices and identify suggestions for improving the project process. These meetings should be held multiple times throughout the project lifecycle. Provides an opportunity to prioritize	<ul style="list-style-type: none"> To share best practices To identify processes that work well To identify suggestions or ways to improve the 	<ul style="list-style-type: none"> List of individual ideas and thoughts (if participants were asked to provide a sample list prior to the meeting) List of high-level predefined categories to spark conversation Lessons learned from 	<ul style="list-style-type: none"> Lessons learned matrix Mitigation approach 	<ul style="list-style-type: none"> Facilitator Project sponsor(s) Project manager Project management office representative(s) Product manager Subsystem owners

PROJECT MEETINGS BY PHASE						
PROJECT MEETING	TYPE OR PURPOSE	THIS MEETING IS DESIGNED TO...	OBJECTIVES	INPUTS	OUTPUTS	SUGGESTED PARTICIPANTS
- Execute Phase Meetings						
Rules of engagement	Decision making	Bring 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 reporting guidelines, escalation guidelines and where and how to access project documentation.	<ul style="list-style-type: none"> • To clarify the roles and responsibilities of each team member • To establish the status reporting guidelines (frequency, due dates, format, recipients) • To establish escalation guidelines (document severity levels, key contacts) 	<ul style="list-style-type: none"> • Confirmed list of core and extended project team members • Preliminary list of potential project roles (outputs from planning meetings) • Draft of subteam groups and team members • Output from project planning & kickoff meetings 	<ul style="list-style-type: none"> • Roles and responsibilities matrix (RACI chart: R = Responsible, A = Accountable, C = Consulted, I = Informed) • Scheduled standing project meetings • Finalized list of subteams and subteam members • Scheduled subteam meetings • Status reporting guidelines 	<ul style="list-style-type: none"> • PMF • Project manager • Core project team
Project status meetings	Information exchange	Provide an opportunity for individual team leaders to give an update on the current status of their progress.	<ul style="list-style-type: none"> • To provide the status of work completed to date • To identify activities that were scheduled but did not occur 	<ul style="list-style-type: none"> • Individual team member status reports listing... <ul style="list-style-type: none"> o Accomplishments o Work scheduled but not completed o Issues o "Roadblock" items • Consolidated status report (from project status meeting) • List of "roadblock" items that require stakeholder/ executive decisions 	<ul style="list-style-type: none"> • Consolidated status report to share with stakeholders • List of cross-functional issues and impacts 	<ul style="list-style-type: none"> • PMF • Project sponsor(s) • Project manager • Product manager • Project core team • Sub-team owner
Stakeholder review meetings	Information exchange	Provide status of the progress made to date, outline key issues, and ask for direction to clear roadblocks preventing the project from moving forward	<ul style="list-style-type: none"> • To provide current status and health of the project 	<ul style="list-style-type: none"> • Consolidated status report (from project status meeting) • List of "roadblock" items that require stakeholder/ executive decisions 	<ul style="list-style-type: none"> • One-pager resolutions to "roadblock" items • List of unresolved "roadblock" issues 	<ul style="list-style-type: none"> • Project sponsor(s) • Project manager, PMF • Line of business stakeholder(s)
Executive overview meetings	Information exchange	Provide an opportunity for the stakeholders and project manager to meet	<ul style="list-style-type: none"> • To provide current status and health of the project 	<ul style="list-style-type: none"> • One-pager • List of unresolved "roadblock" issues to 	<ul style="list-style-type: none"> • List of executive resolutions to "roadblock" items 	<ul style="list-style-type: none"> • Key executive(s) • Project sponsor(s) • Project manager, PMF

PROJECT MEETINGS BY PHASE

PROJECT MEETING	TYPE OR PURPOSE	THIS MEETING IS DESIGNED TO...	OBJECTIVES	INPUTS	OUTPUTS	SUGGESTED PARTICIPANTS
Risk identification meetings	creative development	Identify and assess the high-level risks associated with the project. Some areas of focus include (but are not limited 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.	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - List of risks identified during any of the Key Deliverable meetings (analysis and design requirements meetings, technical design, implementation approach, communication approach, training approach, and so on) 	<ul style="list-style-type: none"> - Prioritized list of risks by severity, probability of occurrence, and detectability - Mitigation strategy for identified risks - Identified "owner" to monitor the mitigation strategy 	<ul style="list-style-type: none"> - PM/ - Project sponsor(s) - Project manager - Product manager - Project core team - Subteam owners - Line of business stakeholder(s) - Marketing representative(s)
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.	<ul style="list-style-type: none"> - To review project goals - To identify ways to improve the group's experience 	<ul style="list-style-type: none"> - Project scope, purpose, objectives - Team member project experience 	<ul style="list-style-type: none"> - Confirmation that project goals are in alignment with overall business strategy - List of roadblocks to be escalated 	<ul style="list-style-type: none"> - PM/ - Project sponsor(s) - Project manager - Core and extended project teams
Individual development meetings	Coaching	Review individual interests, set long-term and short-term goals, and establish key developmental steps to ensure continued professional growth.	<ul style="list-style-type: none"> - To review individual goals - To correlate project team goals with individual goals - To agree on career path steps 	<ul style="list-style-type: none"> - Individual's goals - Project team's goals - Project manager's goals - Observations regarding individual performance - Any other issues or topics to be discussed 	<ul style="list-style-type: none"> - Career development plan - Action plan for resolution of issues, if any - Commitment to development steps 	<ul style="list-style-type: none"> - Project manager - Individual team member

PROJECT MEETINGS BY PHASE

PROJECT MEETING	TYPE OR PURPOSE	THIS MEETING IS DESIGNED TO...	OBJECTIVES	INPUTS	OUTPUTS	SUGGESTED PARTICIPANTS
-Control Phase Meetings						
Change control meetings	Decision making	Review project change control requests ensuring that the project tracks to the timeline, stays within budget, and does not experience scope creep.	<ul style="list-style-type: none"> To review incoming change control requests To provide project team with one of four change control decisions: <ul style="list-style-type: none"> Approved Complete Deferred Denied 	<ul style="list-style-type: none"> Change control request form 	<ul style="list-style-type: none"> Decision (approved, complete, deferred, denied) regarding individual change requests Updated change control matrix 	<ul style="list-style-type: none"> Facilitator Project sponsor(s) Project manager Line of business stakeholder(s)
Crisis resolution meetings	Creative Development	Gather information when something is not working correctly. The meeting is a brainstorming session where participants identify the problem(s), identify ways to correct the problem.	<ul style="list-style-type: none"> To capture key problems and issues faced by the project team To identify root causes of the problems and issues identified 	<ul style="list-style-type: none"> List of individual ideas and thoughts about the problem (if participants were asked to provide a sample list prior to the meeting) List of high-level predefined categories to spark conversation 	<ul style="list-style-type: none"> Prioritized list of problems and issues to be resolved List of corrective activities (with timeframe identified) 	<ul style="list-style-type: none"> Facilitator Project sponsor(s) Project manager Product manager Subteam owners Line of business stakeholder(s)
Turnover meetings	Decision making	Confirm who is responsible for or owns specific pieces 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 items or issues must have owners assigned and a plan outlined of how to close those items so the project can be officially closed.	<ul style="list-style-type: none"> To clearly outline roles and responsibilities of project members to line of business owners To confirm that all implementation issues have been closed 	<ul style="list-style-type: none"> List of open items List of line of business and daily operations owners 	<ul style="list-style-type: none"> Proposed roles and responsibilities matrix List of closed project implementation issues List of open project implementation issues 	<ul style="list-style-type: none"> Facilitator Project sponsor(s) Project manager Product manager Subteam owners Line of business stakeholder(s) Marketing representative(s) Technology representative(s) Quality professional(s) Testing representative(s)

PROJECT MEETINGS BY PHASE

PROJECT MEETING	TYPE OR PURPOSE	THIS MEETING IS DESIGNED TO...	OBJECTIVES	INPUTS	OUTPUTS	SUGGESTED PARTICIPANTS
Project wrap-up meeting	Information exchange	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, turnover plan and project deliverables. This meeting should also provide feedback on the project results to goals thus far.	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Confirmation that original project scope and business objectives were met Confirmation of normal course of business responsibilities matrix 	<ul style="list-style-type: none"> Facilitator Project sponsor(s) Project manager Product manager Subteam owners Line of business stakeholder(s) Marketing representative(s) Technology representative(s)
Project retrospective meeting	Creative development	Review of a consolidated list of all of the lessons learned. Evaluate which mitigation strategies worked, which did not, and why. Identify ways to incorporate learnings into future efforts.	<ul style="list-style-type: none"> To share best practices To identify processes that work well To identify suggestions or ways to improve the process 	<ul style="list-style-type: none"> 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) 	<ul style="list-style-type: none"> Finalized lessons learned matrix List of best practices that can be applied to future efforts Action plan for getting the improvements implemented 	<ul style="list-style-type: none"> Facilitator Project management office representative(s) Project manager Product manager Subteam owners Marketing representative(s)



تاریخ:

شماره:

پیوست:

معاونت پژوهش و فناوری

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

Appendix 3: Kick off Meeting Checklist

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



تاریخ :
شماره :
پیوست :

سازمان پژوهش و فناوری

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