



PROJECT MANAGEMENT PLAN

Final version

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INTRODUCTION

The Triple E Project aims to strongly contribute to the development of sectoral qualifications (national and European) systems by incorporating ECVET technical specifications, according to the EU specific Recommendation. Moreover the project will support the improvement of the quality of training systems through the development of innovative European Guidelines for the definition of professional qualifications in terms of learning outcomes, with the attribution of ECVET points, EQF level, and according to quality assurance (EQAVET) criteria.

The main Objectives to be reached within the project are the following:

Objectives:

1. Provide a comprehensive analysis and evaluation of good practice in the design, development and implementation of vocational qualifications within the FSS
2. Produce operational and transferable methods and guidelines for the design of sectoral qualifications in units of learning outcomes (EQF), with allocation of ECVET points based on the ECVET technical specifications, and in line with EQAVET provisions
3. Design quality standards and evaluation criteria and tools for the application of ECVET to FSS qualifications.
4. Test the Guidelines for designing the Triple E Qualifications, and the quality standards for the application of ECVET

THE MANAGEMENT PLAN

The key principles

The key goal of the project management will be to deliver successfully on the project goals and objectives for all its stakeholders, both institutions and individuals. An important focus within project management will be to add value and to stimulate innovation in the final deliverables of the project. Project management will follow some key principles:

- Good planning
- Clear, common goals
- Equilibrate distribution of tasks
- Fixed deadlines
- Supportive follow up
- Enough flexibility
- Drive for improvement based on evaluation
- Eagerness to learn from mistakes

The management objectives are:

1. To manage, direct and monitor the overall performance of the project,

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2. To implement the project successfully and meet the set objectives and expected results within the foreseen time-schedule and available resources
3. To guarantee smooth performance of the work and prevent conflicts and misunderstandings
4. To perform the necessary liaison with the programme authorities and prepare the required progress reports and,
5. To maintain the coherence of the project as a whole.

Management Milestones

1st: Management Plan

2nd: Progress meetings (M1, M6, M12, M18, M24), completion of interim and final reports (M12, M24)

Management Performance indicators

- 5 project meetings in 24 months
- 5 project webinars in 24 months
- Work plan updated each 12 months
- 2 progress reports (M12, M24)

Overall Project Approach

The overall project management involves dealing with the technical, organisational, administrative, financial co-ordination and supervision of the various activities within the project and the relations with the project partners as well as with the European Commission. Project management will be structured with the aim of providing effective and high quality coordination of the involved research and technical development actions, to provide adequate information and to facilitate cooperation and integration of the project activities in an effective and robust way. The management activities will include the coordination of the "technical" activities of the project, the overall legal, contractual, ethical, financial and administrative management of the partnership, the coordination of knowledge sharing and other innovation-related activities. Good communication among partners and quality assurance will constitute an important element of effective project management.

The consortium of the Triple E Project has adopted a project management and quality assurance approach already applied and fine tuned during previous experiences in projects for the FSS in order to deliver on the aims of the project for all stakeholders. **The focus in the project management approach is on the delivery of expected results through teamwork, full engagement of all partners, shared responsibility for quality of final results, clear decision lines, timeframes and agreed deliverables, facilitation of team work through well prepared meetings, timely follow up and respecting of agreed schedules.** An important element is the provision of enough flexibility to allow for necessary modifications, drive for improvement and eagerness to learn from mistakes based on evaluation.

Project management involves defining clear attribution of tasks, encouragement of collaboration among partners and provision of full visibility of the entire project development to all partners involved. **Questions and Feedbacks** are collected through questionnaires and dialogue during the following activities: **partners meetings, dissemination events and workshops, and also electronic communication.**

Additionally, informal communication and feedbacks are encouraged during the development of draft deliverables through **emails, webinars, skype contacts and conference calls.** For transparency, consensus building and quality assurance all drafts are distributed to partners and associate partners with enough time to integrate comments and feedback in the intermediate and final versions.

Consultation workshops and seminars with the participation of relevant stakeholders of the FS sectors will be organised to collect feedbacks about the main deliverable of the project - Guidelines for designing FSS Triple “E” Qualifications - in order to assess the features and guidance activities proposed by the Partners and the impact foreseen by the widest community of stakeholders. A special session during the kick off meeting will be devoted to the identification of all stakeholders of the Project (See Appendix 1).

For each session, **elements of improvement and innovation** will be integrated in the product development and will guarantee the quality of final results and their adequacy towards the FS sector needs and goals.

All **dissemination activities** will be planned and organised in order to involve a wide audience, including other sectors’ stakeholders interested in applying the ECVET; EQF and EQAVET in their training programmes. EBTN and Partners’ Networks will be used to validate and valorise final deliverables. Well targeted information material will be prepared to facilitate effective consultation process. Details of the approach will be elaborated in the Dissemination Plan.

The **website** will be a repository of all documentation related to the project development and results, to the ECVET, ECTS, EQF and EQAVET and to the Guidelines developed within the Triple E project. It will also be used as communication instruments within the Partnership.

For each Partners Meeting a detailed **Agenda** will be prepared (See Appendix 2). After each Partners’ Meetings an **Action List and Minutes** will be agreed and circulated to the Triple E Partners in order to facilitate communication within the Partners. Moreover, this will also ease the permanent monitoring of the state of art of the project implementation and will enable the Project coordinator to have an updated view on the project evolution. (See Appendix 3, 4)

Key rules are presented in this document. Details are covered in the appendices.

Key Rules

The key Project Management rules and structures are explored below:

⇒ The Project coordination will be done with the collaboration of two Partners: P1. EBTN (supported by Effebi Association) and P2. WIB. The responsibilities will be divided as follows:

P1 (EBTN):

EBTN Secretariat:

1. Project administrative coordination
2. Communication with Partners on management issues
3. Day-to-day admin. & financial management
4. Elaboration of financial reports (interim and final)
5. Own project management
6. Organisation of project & steering committee meetings
7. Chairing of project meetings
8. Interim Partner Meeting Brussels committee meetings
9. Chairing the Steering Committee meetings

Effebi Association

1. Technical co-ordination
2. Day-to-day technical management
3. Monitoring of processes
4. Elaboration of technical reports (interim and final)

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Financial Services Sector Triple "E" Qualifications/ Triple E

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5. Own project management
6. Technical coordination of project & steering
7. Participating to the Steering Committee meetings

Moreover, EBTN is representing the partnership and its main responsibilities are related to the technical development of the project, due to their professional expertise in the field of lifelong learning and training within FSS.

 **P2 (WIB): methodological coordination.** Will be responsible of guaranteeing the coherence between the Partners and the harmonisation of the working process throughout the overall implementation period of the project.

⇒ The project will be led by a **Steering Committee (SC)**, in which representatives of the 3 leading organisations, responsible for all work packages are represented:

1. Project Supervisor - Mr Clemens Spoorenberg, EBTN (Belgium)
2. Administrative Coordinator - Mr Koen Venekamp, EBTN (Belgium)
3. Technical Coordinator - Mr Mario Spatafora. EFFEBI (Italy)
4. Methodological Coordinator - Mrs Mariola Szymanska-Koszczyk, WIB (Poland)
5. Project Evaluator: Mr Peter Szovics, IBE NBS (Slovakia)

The SC will be in charge of the overall project co-ordination, of major management decisions, of setting quality principles, review criteria, communication and administrative procedures and dissemination strategies.

⇒ Each **Work Package** will be coordinated by one or more Partners, though, all Partners will collaborate to enhance quality of final results and implementation. Particularly given the importance of co-ownership of the key deliverables, dissemination and valorisation of results all partners will be intensively involved in WP 2, 3, 4, 5 and 7. (See Appendix 5 for the distribution of work packages, tasks and deliverables among partners).

⇒ **A Gantt Chart** will be used to provide a visual summary of the state of the project and will be presented in an updated version at the start of each project meeting. Work package objectives and deliverables will be used to report on the progress.(See Appendix 6)

⇒ **Supportive actions** for the Partnership:

-  general and individualized feedback on monitoring results
-  (strategic) advice in various problems encountered
-  template kit – including the structure and visual elements that should be used within the project
-  communication management
-  documents management

⇒ **Financial Management** – each Partner is responsible of its own financial management. EBTN, as project co-ordinator, will support the partnership and will prepare the Interim and Final Financial Reports. For facilitating this activity, EBTN will conduct a permanent monitoring of the financial activities, by asking Partners to provide information and documents related to the operational expenses one month before each Partner's Meeting.

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⇒ **Communication rules** will be set up by the SC, so as to ensure an efficient flow of information among partners. Operational communication will be assured via e-mails, Skype connections and audio-conferences. The critical and most complex elements of project development activities will be elaborated during well planned, face-to-face meetings of partners. The key decisions, including an action list after each of the meetings will be documented in the minutes of a meeting to facilitate follow up and monitoring of timely delivery. A comprehensive Communication to Associate Partners will be prepared after each milestone achieved by the partnership.

EBTN Secretariat is responsible for overall communication between the Project Management structure (EBTN and Effebi) and the Partnership.

⇒ **Circulation of documents:**

Management:

STEP 1 – Effebi will provide the documents to EBTN Secretariat

STEP 2 – EBTN Secretariat will communicate with Partners

STEP 3 – EBTN Secretariat to return to Effebi with the final feedback

STEP 4 – Effebi will provide to EBTN Secretariat the final version of the outputs

Other documents:

STEP 1 - The draft versions of each output will be provided by the WP leader to all Partners

STEP 2 – Partners will provide their feedback only to the WP Leader and Members of the SC

STEP 3 – WP Leader will consult the SC for the definition of the final version of the outcomes

STEP 4 – WP Leader will provide the final version of the outcomes to all Partners

EBTN as project contractor will be responsible for the delivery of the approved documents to the Commission. Standards will be agreed in terms of format and editing and a document management system will be put in place. As for project administrative documents, the project co-ordinator will assure the circulation of cost statements and all relevant administrative documents.

⇒ **English** will be the official language of the project.

⇒ A set of **quality principles** for processes will be defined by the SC under the supervision of the Project co-ordinator and then validated by all members of the project partnership. In terms of **project evaluation** and monitoring, an embedded formative and summative evaluation approach will be applied to every phase of the project, with a focus on building full awareness of all stakeholders' requirements and expectations as regards the whole of the support system to be established. The main tools that will be used for internal evaluation will be the open evaluation session and a detailed evaluation questionnaire.

⇒ As regards **legal and ethical issues**, all the material produced will be available to all partners and they will be acknowledged and attributed alongside partnership ownership/authorship. Intellectual property generated by any particular partner will be fully acknowledged, but the principle of sharing knowledge and building on it to produce new understandings will underpin the project. The initiative is about the collation, comparison and collaborative development of knowledge, which can be fed back into the European system.

In the light of this position the partnership plans an entirely open approach to the dissemination of knowledge generated. All major findings, decisions and papers produced will be available from the public web portal.

Finally, in terms of **risk management**, the SC will continuously monitor this project environment to identify whether or not the assumptions that stand at the basis of the project are continuing to exist, what new risks may be emerging, and to take action to manage these risks where possible.

APPENDICES (6)