
NeIC steering group checklist

NICEST2

<This template is used to describe how work should be managed in a steering group for a particular project. The template should be viewed as a starting point and as a checklist that may need to be changed and/or expanded with additional headings.>

*<This template is based on the Tieto PPS template, but has been complemented with items specific to NeIC. For ease of transitioning to new versions from Tieto, the **NeIC specific additions are shown in green**. Don't change the template itself, make a copy of it for your project. >*

The checklist is approved by

Date.....

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Edition history

<Specify the differences between the editions by describing the changes, as well as the purpose and reason behind them. Refer to any decisions if applicable.>

Edition	Date	Comment
0.1	2020-05-15	Constituting meeting
0.2	2020-10-16	Consortium meeting
0.3	2020-11-09	Project Manager - Project Owner
0.4	2020-11-27	SG meeting
0.5	2020-12-14	after RG meeting

Appendices

<List the appendices to the document. Documents defined as being appendices are included in the document, unlike references which only constitute a basis for information.>

No.	Document name	Document designation/id
1	Glossary and Terminology	

1 Composition of the steering group

<Describe the steering group's composition for the project in question. Specify in particular who will be chairman of the steering group. Specify also the period of time during which each respective person will participate, if the staffing varies over time. Describe how each respective member is expected to contribute to the work of the steering group by defining the area that each member represents and their responsibilities, authority and tasks.>

Name / Organisational reference	Partner	Role	Active in the steering group, from - until
Alok Kumar Gupta	Norce	Representing Norway	2020-05-15 -
Anne Claire Fouilloux	Sigma2/ UiO	Secretary	2020-05-15 -
Hamish Struthers	NSC	Representing Sweden	2020-05-15 -
Michaela Barth	NeIC	Chair	2020-05-15 -
Risto Makkonen	FMI	Representing Finland	2020-05-15 -

2 How to use this document

This document shall provide an additional tool for the steering group (SG) to assess the status of the project. It needs to be regularly updated. All points that are not N/A or Yes might need separate follow-up with the steering group, a reference group (RG) or at even higher levels. It is up to the steering group to decide on the appropriate reaction level.

3 Constituting meeting

Checkpoint	N/A	Yes	No	Comment
Does the expected benefit have support and is it clear and measurable within the operations?		x		Proposals, Business Case exercise during Negotiation meeting, Open Canvas,
Is benefit evaluation towards NeIC strategy and towards Nordic collaboration in place?		x		Was done as part of the Open Call review
Is the steering group sufficiently staffed? Were the signing parties asked to nominate potential candidates with respect to diversity in skills, background and gender as encouraged by NeIC? Is the support and mandate of all SG members confirmed by the respective partner signing the collaboration		x		As discussed during negotiation meeting

agreement?				
Has a project manager been appointed?		x		As of April 1st
Has the checklist been updated with points specific to this project?			x	
Do all members of the steering group understand and accept their roles and responsibilities?		x		ToR approved
Has enough time been allocated and has the necessary decision-making authority been secured?		x		
Is it clear who is responsible for the respective points in the checklist?		x		
Has steering group meeting DP1 been planned?		x		
Have the attendance requirements been agreed?		x		See Collaboration Agreement and Terms of Reference
Has the decision procedure been established?		x		See Collaboration Agreement and Terms of Reference
Has a clear limitation been made against the responsibility of the reference group?			x	
Have the working methods for the steering group meetings, in connection with the decision points, been agreed within the steering group and with the project manager (preparation, agenda and roles)?		x		see Collaboration Agreement
Have the routines for status reporting been agreed with the project manager?		x		
Has the project contribution to the NeIC strategy/vision been described in the project directive? (eg proposed benefits, results, stakeholder engagements...)		x		Will be updated in the project plan
Has the collaboration agreement been signed?		x		

4 Decision meetings, DP1-DP8

< Below you will find generic checkpoints listed in accordance with the PPS management model. Normally you may also need to use additional checkpoints taken from the production model the project will use. If several decision points are repeated (e.g. DP5s) you can either copy the entire checklist for that decision point, or specific rows may be added, along with a description and date for the specific additions.>

4.1 DP1 checklist

Checkpoint	N/A	Yes	No	Comment
Is a project directive in place?		x		See proposal
Is the steering group's staffing complete?		x		
Is the project directive clear and complete?		x		Budget improved for CA
Is the expected benefit clear and measurable?		x		See business case and benefit realization plan
Have the project's objective dimensions been prioritised?		x		See project plan
Has an inquiry or an order been made?	x			
Is the financing of preparations clear?		x		
Is there agreement over the priority of the project versus other projects?		x		NeIC Project portfolio
Are final reports and experiences available from similar projects?		x		NICEST 1
Have key resources been identified?		x		See Project plan
Are the project's effects clear for the base organisation?		x		See business case and benefit realization plan
Has it been established how the project's effects for the base organisation should be addressed?			x	RG question?
Is there agreement on a basis for decision for the next DP?		x		Business case and project plan
Does the project comply with NeIC standards for openness, transparency and engagement monitoring? Openness Information Shared personnel information Stakeholder engagement monitoring Working routines		x		
Are service contracts for project management in place?		x		
Have preparations for staffing the project team been initiated?		x		
Are all the resource providers being represented in either the reference group or the steering group?		x		Annual consortium meeting and national SG members
Has a reference group been identified or assigned?		x		

4.2 DP2 checklist

Checkpoint	N/A	Yes	No	Comment
Does the project management understand its commitment correctly?		x		
Is the scope of the preparations reasonable in relation to the risk/uncertainty level for the DP3 decision?		x		SG decision at constituting meeting: If at least 80% of total names are received by the end of the month the project can officially start on June 1st.
Have we adopted a stance about whether we should purchase results or resources?	x			
Is benefit evaluation undertaken?		x		
Do parts of the execution need to be started before DP3?			x	
Do any business changes or changes in environment apply?			x	
Is there consensus on the criteria for the DP3 approval and any consequences?		x		
Have outcome statements supporting the NeIC strategy/vision been formulated?		x		
Do the members of the reference group have a clear understanding of their roles and responsibilities in the project and toward their stakeholder group?		x		
Is there a mechanism in place for quality control of the results?		x		Benefit realization management within NeIC and RG
Is there a mechanism in place for stakeholder engagement and outreach?		x		

4.3 DP3 checklist

Checkpoint	N/A	Yes	No	Comment
Does the steering group have authority to make decisions?		x		Discussed as part of approving the ToR
Is the project's contribution to the expected benefit (project idea) clear?		x		
Is the project's objective formulation clear?		x		

Are the project's time scale and cost/revenue/impacts estimate realistic?		x		
Have "major" outer dependencies been identified and are they supported by those responsible?		x		
Is the distribution of decision points realistic in terms of calendar time?			x	Too many deliverables ending on M36?
Does the project organisation provide support for an effective and efficient working method?		x		Tieto PPS
Is the distribution of responsibility between the project and base organisation clear and does it have support?			x	RG question?
Are the project management and analysis team correctly staffed?		x		
Has support been established for the project staffing plan and is the plan realistic?		x		
Are the risk level and risk reserve in the estimate reasonable?		x		See risklist in project plan
Are there clear routines for change management?		x		
Is the project plan "good enough" as a basis for decision and to be approved?		x		
Is the project's effect on the base organisation clear and manageable?		x		See Business case
Is the project's business case up to date?		x		
Is the project's science case up to date?		x		Also in business case
Is the project's impact analysis up to date (eg on society, industry...)			x	Not yet started, will be part of annual report.
Have milestones supporting the NeIC strategy/vision been formulated?		x		Beneficial collaboration
Has the project team been appointed by the project manager?		x		UiO still missing?
Is a characteristics review report available?			x	
Does the project plan include a mid-term report to the NeIC Board as a deliverable?		x		

4.4 DP4 checklist

Checkpoint	N/A	Yes	No	Comment
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Is the project plan for DP3 still applicable?		x		
Is there agreement over financing of execution?		x		
Have necessary agreements been signed?		x		
Are all DPs clear and booked and do they have support?		x		
Has the steering group been appointed and sufficiently staffed?		x		
Are the project team service contracts in place?		x		

4.5 DP5 checklist

Checkpoint	N/A	Yes	No	Comment
Have all members of the steering group been updated on the state of the project and operations?		x		
Has the base organisation been sufficiently informed about the project?			x	regular project meetings, needs to be better att informing supporting partners
Is business benefit management being performed?		x		
Is financing for changes in place?		x		
Has the prioritisation of the project objective's dimensions been changed?			x	
Has the priority of the project changed versus other projects?			x	
Have preparations been made in the receiving organisation?			x	
Does change management function correctly?	x			
Are the status reports from the project management clear?		x		
Are the bases for decisions clear?		x		
Does the project follow the plans?		x		
Are any outer dependencies under control?			x	covid-19
Is the risk profile under control?		x		
Is the project's business case up to date?		x		
Are the consequences of the steering group's decisions clear and are they being addressed?		x		
Does the steering group's work function well enough?		x		

Is the project's science case up to date?		x		see approved business case document
Is the project's impact analysis up to date (eg on society, industry...)	x			
Have necessary changes to the project plan been identified and effected?		x		project plan has been changed and changes were approved
Is the HR policy being followed?		x		
Has a mid-term report to the board been scheduled?		x		delivered

4.6 DP6 checklist

Checkpoint	N/A	Yes	No	Comment
Are there minutes or other bases from the verification and/or delivery meetings?		x		
Is delivery approval in place?		x		Sending to the SG by email
Is it clear how any remaining points are to be managed?		x		
Is the delivery's connection to agreements and invoicing clear?		x		Some personnel change
Do we know when the guarantee period starts?	x			
Is the benefit realisation assured with regard to use of the result?		x		To be reported by the PM and the PO before the project compilation

4.7 DP7 checklist

Checkpoint	N/A	Yes	No	Comment
Is the transferral's connection to agreements and invoicing clear?				
Do we know when the guarantee period starts?				
Is administration of the result assured?				
Is the benefit realisation assured with regard to administration of the result?				

4.8 DP8 checklist

Checkpoint	N/A	Yes	No	Comment
Have experiences from the project been evaluated?				
Have the steering group's				

experiences been collected?				
Is there a final report?				
Has a storage place for the final report and project documents been established?				
Are there any remaining tasks relating to the project and are they being addressed?				

5 Closing meeting

<At the steering group's closing meeting, any outstanding tasks and remaining activities relating to the project are addressed through the appointment of people responsible for the continued work.>

Checkpoint	N/A	Yes	No	Comment
Is there a plan for feedback on the project's benefit contribution?				
Is there a cost/revenue/ impacts estimate for the project?				
Have the conclusions from the final report been addressed and the responsible people appointed?				
Have the experiences from the steering group's work been evaluated and addressed?				

Annex 1 – Glossary and Terminology

Annex 1.1 Decision points

During the life span of the project from startup to termination, a number of formal decisions must be made by the steering group. These fall into eight different types; which are numbered in the chronological order in which they are typically made.

DP1 – Decision point type 1; steering group decision to start the project, based on the project directive.

DP2 – Decision point type 2; steering group decision to continue, change or interrupt the project based on findings during the preparation phase. A project may have multiple DP2.

DP3 – Decision point type 3; steering group decision to approve the project plan developed during the preparation phase. Typically this is tied to a DP4 decision to start the execution phase.

DP4 – Decision point type 4; steering group decision to start the execution phase.

DP5 – Decision point type 5; steering group decision to continue, change or interrupt the project based on findings during the execution phase. A project may have multiple DP5.

DP6 – Decision point type 6; steering group decision to approve the result of a delivery, for example to end users. A project may have multiple DP6.

DP7 – Decision point type 7; steering group decision to transfer the responsibility for a delivery, typically to operations in a receiving organization.

DP8 – Decision point type 8; steering group decision to approve the final report and terminate the project.