University of Granada

Lessons Learned

<Jean Monnet Chair - PM2EU+>

Date: 24/04/2022
Doc. Version: <1.01>

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Document Control Information

Settings	Value
Document Title:	Lessons Learned
Project Title:	<Jean Monnet Chair - PM2EU+>
Document Author:	<Begoña Moreno Escobar>
Project Owner:	<Programme Erasmus+ Jean Monnet>
Project Manager:	<Germán Martínez Montes>
Doc. Version:	<1.01>
Sensitivity:	<Public>
Date:	24/04/2022

Document Approver(s) and Reviewer(s):

NOTE: All Approvers are required. Records of each approver must be maintained. All Reviewers in the list are considered required unless explicitly listed as Optional.

Name	Role	Action	Date
Begoña Moreno Escobar	Project Manager	*Write*	24/04/2022
Germán Martínez Montes	Project Manager	*<Approve / Review>*	24/04/2022

Document history:

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Changes to this document are summarized in the following table in reverse chronological order (latest version first).

Revision	Date	Created by	Short Description of Changes

Configuration Management: Document Location

The latest version of this controlled document is stored in:

https://catedras.ugr.es/openpm2/en/about/management?q=informacion/gestion

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1   INTRODUCTION

The purpose of this report is to summarise and document lessons learned, best practices and offer post project recommendations.

Capturing lessons learned allows projects/project teams as well as the permanent organisation to benefit from the experience acquired during the project. Capturing ideas and recommendations for post-project work related to the operations of the product/service, is also invaluable for future projects.

This report should address the subjects described in the following sections.

2   LESSONS LEARNED AND BEST PRACTICES

2.1   Pre-Grant actions.

The preparation of a consistent project proposal with a chance of success is part of the learning process of this project.

In this sense, the following actions were important for the structuring and final configuration of the project proposal that finally obtained funding:

- Maintaining continuous collaboration with the International Projects Office and its managers.
- Conduct meetings and consultations with previous successful proposals.
- Content analysis of other Jean Monnet Chair actions in progress. Fifteen web pages were analysed (information, structure, image).

Before final approval of the proposal, it was systematically reviewed by:

- The academic team.
- The experts of the International Projects Office of the UGR.

2.2   VUCA Environment.

VUCA stands for volatility, uncertainty, complexity, and ambiguity. It describes the situation of constant, unpredictable change that is now the norm in certain industries and areas of the business world.

COVID pandemic has showed that we need to keep flexible to be able to adapt our project to the new context condition. These circumstances can be risky situation but also an opportunity for making the most from the new challenges.

In the case of the Jean Monnet Chair training activities, we have moved to online activities and that include to redesign the length and content of every proposal.

Lockdown has been an additional difficulty for in classroom activities, but it has made possible to connect with people around the world that can use the new IT to keep in touch and for new experience exchanges.

Related to the length of the training activities the Jean Monnet Chair has decide to reduce it moving to micro-training proposal because of the online formal.

2.3   Public Innovation process.

Changes in the functioning of public administrations require a major effort.

These changes are not possible without the support and initiative of the highest authorities of the public institutions.

The processes of innovation in how work is carried out and how resources are organized are subject to political interests that make it difficult to optimize management.

During the last year, the Jean Monnet Chair has held several meetings with the heads of different public administrations. The purpose of the meetings was to present the European Commission's PM2 methodology and to propose ways of collaboration so that they could make the most of it.

Although all the public administrations have shown great interest in PM2, they have not been able to specify actions to train civil servants and use it in their day-to-day work.

Perhaps it would be interesting to involve the public administrations in the early stages of this type of projects. For example, by including them as partners in the proposals submitted to the European Commission.

In this way, a prior commitment to develop concrete actions would be made.

2.4   Project Management Maturity vs training activities

When programming the teaching activities of the Jean Monnet Chair, great care has been taken regarding the target audience.

Professionals who work in companies were one of the groups that were studied, in collaboration with the Chamber of Commerce.

In this sense, a 45-hour training action was programmed in the form of collaboration, which was scheduled to be held between April 20 and June 15, in the afternoon (Wednesdays from 16:00 to 20:30), as suggested by the Chamber of Commerce.

After the registration period had elapsed, the places required for the course were not filled.

After analysing the causes, it has been detected that:

- Companies and their employees have not yet internalised the need for continuous training as a means of competitive improvement.
- The degree of maturity in project management is still very low.
- Companies, especially small and medium-sized enterprises, do not have innovation integrated into their policies.

In view of this, the training offered in PM^2 has been redirected to new target who have more contact with the management of European projects and funds.

These potential beneficiaries of the training immediately detect the opportunity provided by the knowledge of a project management methodology developed by the European Commission.

3   POST PROJECT RECOMMENDATIONS

In terms of the design of Jean Monnet Chair training, the following aspects should be considered:

- Availability of time on the part of potential students.
- Maturity level in relation to project management. The level of maturity of the organisations totally conditions the rest of the actions they undertake in the company. Training is always aligned with the way things are done in the company.
- It is essential to analyse whether the target group is aware of and tries to value project management in their organisation.

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

All the documents related to the Jean Monnet Chair can be found at the institutional website:

https://catedras.ugr.es/openpm2/en/about/management?q=informacion/gestion

It contains the systematic management of the Jean Monnet PM2EU+ Chair. We use the framework and concept of the PM2 methodology. Information is provided on stakeholder management, risk management, quality, etc.