



# Reviewmanship

- ❖ Review committees are asked to evaluate whether a project meets certain technical and managerial advancement criteria needed to move to the next stage of funding
  - At the reviews, we get an *opportunity* to help them understand all facets of the project
    - We are there to help them navigate the documentation
      - They are in charge, we can suggest directions
    - We can ask them for their inputs on certain things
      - They are knowledgeable, experienced people
  - A review is not an exam
    - And it should **NEVER** become confrontational
  - Build a collaborative bond with the reviewers
    - Most would probably be interested in contributing to the project!
    - Help them help you



# Ownership

## ❖ YOU own your project

- YOU are the expert (after the engineers)
  - You need to be sufficiently knowledgeable to know what the (big picture) challenges are (but not necessarily the minor bug-of-the-day)
- YOU are taking responsibility for delivering
- YOU own the schedule, risk etc
  - Be familiar with the documentation - spend some time clicking through the website, see what is where
  - “The project office did this” or “I’ve never seen this before” are not acceptable statements

## ❖ An important question for the reviewers is whether YOU will be able to bring this deliverable to completion

- Do you understand enough technical details, and does your team have the necessary skills? How well does the team function?
- Will you be able to handle issues as they come?



# Project Office

- ❖ The project office's role is to help make this project a reality
  - On technical, managerial and financial fronts
    - Make sure we meet the agencies' requirements
    - Make sure we are in the best possible position to succeed at all times
  
- ❖ We're all in this together
  - We want to build this, all of it
  - Reviewers also evaluate cohesiveness of the team
    - At a review, don't complain about other parts of the project, project controls team, project office, your L2 manager, your L3 managers etc.
  - It's the project as a whole that gets evaluated
    - Be careful not to make yourself look good by saying you are ahead of another part of the project...



# Interactions

## ❖ Be respectful and polite

- Reviewers are drinking from a firehose - they will misunderstand and you will need to help them understand
  - We know more about our project just as they know more about theirs
  - They may have more experience with something specific we are proposing - do not hesitate to ask for advice!
  - You may not agree with their view, and you can express this (eg “do you think that really applies to our case? We should think about it.”)
- Don't interrupt
  - Reviewers *or* your collaborators
  - If you have something to add, raise your hand or wait for a gap in the discussion, but take care not to take the conversation in an undesired direction
    - It is not always wise to add more information to the discussion, even if accurate
- If, as a speaker, you are stuck or unsure about the question, do call on somebody (or maybe say you need to consult so-and-so and will answer after having done that)
- Build up your colleagues
  - If somebody else is speaking and you have useful information to add, do this in a constructive/positive way as much as possible
  - The point is to convince the committee that the whole team is cohesive and competent!



# Managing Breakouts

## ❖ We provide a lot of material for breakouts

- Plenary Level-2 talks are short!

## ❖ You know this material better than the reviewers

- If you're not sure of the answer to a question, don't guess, open the relevant file
  - We're likely to discover one or the other mistake during the review
    - That's ok: we'll put it on the to-fix list
- Guide as desired - this is why we embedded drill-downs in the talk
  - If time remains, do guide to the best source of information (“we can now look at the BOE” or “the schedule is a good place to view this”)
  - Of course, ultimately it's up to the reviewers, so apply a light hand



# EVMS

## ❖ Crucially:

- EVMS is **not** a substitute for management ownership and focus
  - Management is *awareness* of what's going on, which problems people are struggling with, figuring out where help might come from, etc. ⇒ enabling people's success
- EVMS is a tool to flag in a quantitative way if things are going according to plan
  - Slow drift is hard to recognize
    - And nobody likes to talk about setbacks
  - Even the best laid out plans are just plans - all will need to adjust to conditions in the field
    - We will adjust the plan as we go
      - » That's what contingency is for: some things will go wrong - we just don't know which yet
    - Schedule is a living document - it will change