



Project Meeting Guidelines

Checklist for successful project meetings

BEFORE – Preparing the project meeting	
1. Define the goal(s) of the meeting.	<input type="checkbox"/>
2. Determine who should participate; an agreement must be reached on a time when everyone is available; meeting scheduling tools (such as Doodle) can be used for this purpose.	<input type="checkbox"/>
3. Propose a draft agenda.	<input type="checkbox"/>
4. Invite participants by: <ul style="list-style-type: none"> • Specifying: when, for how long, and where (provide the link or indicate the tool) will the meeting take place, who will attend. • Requesting feedback and suggestions regarding draft agenda. • Mentioning what participants should prepare (required reading, files to have prepared for sharing with others, websites to check, etc). 	<input type="checkbox"/>
5. Provide specific details and technical instructions. If appropriate the host (or the person in charge with providing the technical support for the meeting) might want to invite team members with little or no experience of using the tools to join earlier (20-30 minutes before the meeting) in order to make all required set-ups, test the functioning and get used to the main functions of the tool.	<input type="checkbox"/>
6. Send a reminder email, a short time before the meeting, specifying the time, the URL of the meeting place, and the main goal of the meeting or the key points of the finalized agenda.	<input type="checkbox"/>
DURING – Managing the project meeting	
1. There should be a clear moderator during the whole meeting (it can be the same person during the whole meeting or different moderators during various points of the agenda). The moderator can be the same as the technical host of the meeting, the co-ordinator or another team member.	<input type="checkbox"/>
2. The meeting can start with a brief round of comments on how everyone is doing and what is new in general terms and then can address one by one the points on the agenda.	<input type="checkbox"/>
3. The moderator should make sure that everyone has the chance to speak and that discussion is kept strictly on the agenda; the moderator should also have opportunities to express her/his opinion.	<input type="checkbox"/>
4. The moderator should summarise the key ideas and decisions for each point of the agenda.	<input type="checkbox"/>
5. Some other person than the moderator can take notes directly on the virtual meeting platform so that all participants can follow and react if needed.	<input type="checkbox"/>
6. The moderator should act as timekeeper in order to make sure that all issues on the agenda can be discussed, or, if this appears as not possible, inform the participants that they should decide to leave some issues for a following meeting. Some issues might also be left in charge of a smaller group to deal with in a future virtual or face to face meeting.	<input type="checkbox"/>
7. The meeting should end with: <ul style="list-style-type: none"> • A summary of the key points of the meeting (summary and decisions taken) and of the plans for what each team member or subgroup will do after the meeting (to-do items). • A brief round of comments on how each participant feels and how s/he sees the work outlook. • An agreement on a time for the next meeting or on a procedure to agree on a time for the next meeting. 	<input type="checkbox"/>
AFTER – Ensuring follow-up of the project meeting	
1. Not later than 24 hours after the meeting the conclusions, the minutes, or a report of the meeting should be posted on the project virtual workspace and/or sent to all participants and, if appropriate, to other team members who did not attend the meeting.	<input type="checkbox"/>
2. If the meeting was recorded, the link to the voice file should also be communicated so that absent team members can listen if they need to. Recording is most effective when decisions are to be made or for presentations that can be understood without visual support.	<input type="checkbox"/>
3. Any immediate action decided during the meeting, such as requesting availability for the next virtual or face to face meeting should be implemented within a few days of the virtual meeting.	<input type="checkbox"/>

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Recommended tools for project meetings

- Miro.com
- PowerPoint
- Zoom/Microsoft Teams

Documents related to project meetings

- Meeting documents – agenda and minutes
- Risk Management ppt template
- Other related project artefacts

Project Meeting descriptions

In this section the following meetings are described:

- Kick-off Meeting
- Project Review Meeting
- Risk Management Meeting
- Project-End Meeting

Please customize the information for these meetings as per your project's needs.



MEETING	Kick-off Meeting
Purpose	Official kick-off of the project. After this meeting, the scope of the project as well as the project governance structure must be clear, the expectations of all the key project stakeholders and their roles & responsibilities must be set and all the relevant risks at the time must be identified.
Location	Defined by the Project Manager (PM) in time.
Frequency	Done once at project level. Date of the meeting to be defined.
Chairperson	Project Manager (PM)
Minutes by	To be defined by the Project Manager (PM).
Attendees	PLENARY MEETING Project leader Project partners Representatives of each divisions (MAN, CREA, COM) Other project roles or stakeholders (optional)
Suggested Agenda Items	<ul style="list-style-type: none"> • Introduce the agenda; • Introduce participants; • Discuss the governance structure (MAN, CREA, COM divisions) and the roles & responsibilities • Discuss the overall project timeline; • Discuss the overall approach of the project; • Discuss the project plans needed for the project; • Discuss risks, constraints and assumptions; • Discuss or present any project supporting tools; • Allow time for any other business (questions & answers); • Summarise the discussion (decisions, actions, and risk); • Communicate the next steps.

MEETING	Project Review Meeting
Purpose	Review the accomplished work and estimate time to complete + schedule; Major milestones review; Discuss Project status; Discuss open actions and check progress; Discuss new risks or/and issues and define action points; Discuss and resolve conflicts; Discuss and review change requests and possibly approve/reject.
Location	Defined by the Project Manager (PM) in time.
Frequency	At the moment there is an important project milestone planned or reached.
Chairperson	Project Manager (PM)
Minutes by	To be defined by the Project Manager (PM).
Attendees	MAN MEETING Representatives of MAN division Other project roles or stakeholders (optional)
Suggested Agenda Items	Project debriefing: <ul style="list-style-type: none"> • Accomplishments for this period; • Problems encountered and actions taken; • Major points meriting management attention; • Subjects to be realised until next milestone/meeting; • Evaluation of current status with respect to project scope, project budget, project finish date;



	<ul style="list-style-type: none"> • Formal approvals / Commitments / Contractual aspects.
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MEETING	Risk Management Meeting
Purpose	Assess the identified risk. Develop jointly a risk response strategy. Assign the needed actions to take.
Location	Defined by the Project Manager (PM) in time.
Frequency	After a risk is identified and a meeting is needed.
Chairperson	Project Manager (PM)
Minutes by	To be defined by the Project Manager (PM).
Attendees	MAN MEETING Representatives of the MAN division Other project roles or stakeholders (optional)
Suggested Agenda Items	<ul style="list-style-type: none"> • Review the identified risk(s). • Use the Impact-Likelihood matrix (template available) and assess the risk(s) accordingly. • Develop a risk response strategy through joint discussion with partners. • Define and assign the needed actions to take.

MEETING	Project-End Meeting
Purpose	The objectives for the Project-End Review meeting are: <ul style="list-style-type: none"> • Review the project performance and main achievements; • Discuss the overall project experience; • Discuss if the objectives have been reached and if not, why; • Discuss problems and challenges faced during project and the way they were addressed; • Discuss Lessons Learned and Best Practices that might be useful for future projects.
Location	Defined by the Project Manager (PM) in time.
Frequency	No frequency. The meeting is realized once per project or major project phase.
Chairperson	Project Manager (PM)
Minutes by	To be defined by the Project Manager (PM).
Attendees	PLENARY MEETING Project leader Project partners Representatives of each divisions (MAN, CREA, COM) Other project roles or stakeholders (optional)
Suggested Agenda Items	<ul style="list-style-type: none"> • Review the project performance and achievements; • Evaluate project relevant facts (budget & work history, milestones & timing history, technical & methodological approaches used); • Identify the Lessons learned; • How to achieve desired outcomes and benefits if not realised so far.