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Author: Kevin Jones

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# ESS Stakeholder Plan

Kevin Jones

## ISIS Delivery of instruments for ESS:

This plan identifies the relevant stakeholders with a vested interest in the project. It identifies their interest, potential impact and actions to be taken to manage them.

## 1. Introduction

This plan identifies the relevant stakeholders with a vested interest in the project. It identifies their interest, potential impact and actions to be taken to manage them.

|                                      |                             |   |
|--------------------------------------|-----------------------------|---|
| <b>Project Name: ESS Instruments</b> | <b>Manager: Kevin Jones</b> | <b>Customer / Sponsor: Sean Langridge</b> |
|                                      |                             | <b>Progress Date: 16 December 2015</b>    |

| <b>Stakeholder</b>             | <b>Power</b> | <b>Desires</b>   | <b>Actions</b>   | <b>Date</b> |
|--------------------------------|--------------|--|--|-------------|
| Customer                       | High         | Expectations met.  | Apply sound project management practices.  |             |
| DBES                           | High         | New opportunity for world class science and engineering.<br>Value for money.<br>Economic Impact. | Participate on Project Board.  |             |
|                                |              |  | Maintain and encourage their representation on Project Board.<br>Supply information they require in a timely manner. |             |
| UK/ESS Project Board           | High         | Expectations Met<br>Value for money<br>Well Managed Project                                      | Apply Sound project management practices<br>Contribute to reviews  |             |
| Instrument Advisory Committees | Medium       | Good instrument to enhance professional reputations and develop careers.<br>World class science. | Specify instruments in timely way.<br>Source additional funds if possible or necessary.                              |             |
|                                |              |  | Publicise their role in Project.<br>Value their contributions.<br>Regular IAC meetings.<br>Keep informed             |             |

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| ISIS Management Committee   | High   | Completion of operational instruments fully meeting specification.<br>Enhanced reputation ISIS<br>Additional Neutron capacity Europe | Apply sound project management practices.<br>Source additional funds if possible or necessary.                         |  |
|                             |        |  | Progress report monthly.   |  |
| ESS Project Board           | High   | Well managed project   | Challenge PM and Sponsor appropriately to ensure project is well managed   |  |
|                             |        |  | PB meetings with sufficient and suitable information<br>Open dialogue  |  |
| User community - Academic   | High   | Good instrument performance.<br>Appropriate for world class science needs.   | Active engagement in project   |  |
|                             |        |  | Engage wider user community in design discussions through User groups, IACs etc..<br>Keep the user community informed. |  |
| User community - Industrial | High   | Good instrument performance.<br>Appropriate for industry use and expectations.   | Active engagement in project   |  |
|                             |        |  | Engagement with this developing community through specific meetings and exploring needs.<br>Keep informed.             |  |
| International Partners      | Medium | Role in prestigious project.   | Supply funding and or contributions in kind.   |  |

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|   |        | <p>Shape instrument to their preferences.</p> <p>Access to new instruments for their scientists.</p> <p>Opportunities for home industry to contribute to project.</p> | <p>Publicise their contribution to Project.</p> <p>Value their contributions.</p> <p>Representation on Project Board, IAC as appropriate.</p>  |
| STFC (Corporate)  | Low    | <p>Project delivered successfully.</p> <p>No additional call on STFC resources.</p>   | <p>Minimal involvement.</p> <p>Supply monitoring information as required.</p>  |
| STFC (other departments/functions)<br>Shared Service Centre | Low    | <p>Minimal disruption to their activities.</p>  | <p>Contribute where requested, otherwise not involved.</p> <p>Discuss possible workload on case by case basis.</p> <p>Understand motivators of ISIS work vs other activities.</p> <p>Newsletter.</p> |
| Research Councils   | Medium | <p>World class instrumentation to deliver European science programme.</p>   | <p>Participate on Project Board.</p> <p>Maintain and encourage their representation on Project Board.</p> <p>Supply information they require in a timely manner.</p>                                 |
| Project Sponsor – Sean Langridge                            | Medium | <p>Delivery of overall project on time, on cost, on spec.</p>   | <p>Maintain smooth relationships between external stakeholders and Project team.</p> <p>Liaise with ISIS for additional funding and other political issues.</p>                                      |

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|                               |        |  | <p>Ensure primacy of Instrument programme remains.</p> <p>Supply monitoring information as requested.</p>   |
| Project Manager – Kevin Jones | High   | <p>Delivery of overall project on time, on cost, on spec.</p> <p>Progression of STFC career.</p> <p>Instruments designed, manufactured, installed and commissioned wrt Time Cost Quality.</p> <p>Develop project team staff.</p> | <p>Maintain smooth relationships between Project Sponsor and Project team.</p> <p>Liaise with ISIS for additional funding and other political issues.</p> <p>Best practice project management to STFC's Project Management Framework.</p> <p>Timely decision making.</p> <p>Supply monitoring information as requested.</p> |
| Instrument Project managers   | High   | <p>Delivery of instruments on time, on cost, on spec.</p> <p>Progression of STFC career.</p> <p>Instruments designed, manufactured, installed and commissioned wrt Time Cost Quality.</p> <p>Develop project team staff.</p>     | <p>Best practice project management to STFC's Project Management Framework.</p> <p>Timely decision making.</p> <p>Maintain smooth relationships between Project Manager and Project team.</p> <p>Ensure two-way information flow.</p>   |
| Instrument Scientists         | Medium | <p>Instrument on time to enhance and develop as inst scientist.</p> <p>World class science.</p>  | <p>Evaluate "science" and liaise with engineers.</p> <p>Keep changes to minimum</p> <p>Have realism of needs over wants</p>   |

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|                                     |        | Publications.  | Engage with them and understand science reasons for spec and design ideas.<br>Value their contributions.<br>Keep involved and informed.<br>Manage expectations. |  |
| Installation Manager –              | High   | Delivery of Installation on time, on cost, on spec.<br>Progression of STFC career.<br>Develop staff in his team.   | Best practice project management.<br>Timely decision making.<br>Maintain smooth relationships between Project Manager, Instrument teams and Installation team.  |  |
|                                     |        |  | Ensure good information flow. Especially PM expectations.   |  |
| Neighbouring Instruments at ESS     | High   | Minimum disruption to their instrument builds.<br>No cost or spec impacts.   | Flexibility, understanding.   |  |
|                                     |        |  | Keep informed.  |  |
| Instrument Design & Delivery Teams  | High   | Instrument designed, manufactured, installed and commissioned wrt Time Cost Quality.<br>Enhance standing within IDD, ISIS, STFC.<br>Personal progression in careers. | Best practice design<br>Active contributions to project   |  |
|                                     |        |  | Publicise their efforts widely.<br>Ensure they have resources required.   |  |
| ISIS Delivery Teams – User Support, | Medium | Good interesting work for their areas.<br>Enhanced standing/improved equipment.  | Contribute actively as required<br>Best practice employed   |  |

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| Choppers, Detectors<br>(where not specifically<br>in Instrument Teams) |        |   | Publicise their efforts widely.<br>Ensure they have resources required.<br>Keep highly informed of project status and other relevant information.  |  |
| Matt Fletcher  | Medium | Delivery of overall project on time, on cost, on spec.                    | Maintain smooth relationships between Project team and other design areas to ensure adequate resource.<br>Liaise with ISIS for additional funding and other political issues.<br>Supply monitoring information as requested. |  |
| ISIS – other staff not directly in project                             | Low    | General interest in project   | Contribute as requested<br>Keep highly informed of project status and other relevant information.  |  |
| Installation Contractors<br>- Agencies                                 | Medium | Complete contract with maximum profit.<br>Reference site for future work. | Supply flexible solutions to our problems.<br>Discuss and share our requirements.<br>Keep regularly updated.<br>Regular feedback on their performance.<br>Highlight their involvement where possible.                        |  |
| Installation Contractors<br>- Workers                                  | Medium | Employment for medium term.<br>Suitable salary.                           | Motivated flexible workforce.<br>Keep informed of their performance.<br>Suitable work in a safe manner   |  |



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| Drawing Contractors       | Low    | Profitable work<br>Keep or establish relationship with RAL/IDD  | Responsive to our needs  |  |
|                           |        |   | Discuss future load and requirements<br>Regular feedback on their performance  |  |
| Manufacturing companies   | Low    | Profitable work<br>Keep or establish relationship with STFC/IDD | Responsive to our needs  |  |
|                           |        |   | Discuss future load and requirements<br>Regular feedback on their performance<br>Explore and understand their motivators |  |
| Trade unions              | Medium | Improved / continued employment, prospects, conditions          | Informed through STFC committees, newsletter   |  |
| Local Government          | Low    | Statutory regulations, improved employment                      | Informed through newsletter, planning applications   |  |
| Diamond                   | Low    | Synergy between facilities                                      | Involvement through STFC committees, newsletter  |  |
| SNS                       | Low    | Technical interaction   | Interaction at sub-project level   |  |
| Harwell Innovation Campus | Low    | World class scientific facility to enhance campus               | Informed through relevant committees.  |  |
| Local Community           | Low    | World renowned local employer.                                  | Newsletter, tours.   |  |

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|-----------------------------------|-------------|--|--|--|
| <p>ESS Integration Engineer</p>   | <p>High</p> | <p>Delivery of instruments on time, on cost, on spec.<br/>                     Progression of ESS career.<br/>                     Instruments designed, manufactured, installed and commissioned wrt Time Cost Quality.</p> | <p>Best practice project management Project Management Framework.<br/>                     Timely decision making.<br/>                     Maintain smooth relationships between ISIS and ESS Project team.</p> |  |
|                                   |             |  | <p>Ensure two-way information flow.</p>  |  |
| <p>ESS Cross functional Teams</p> | <p>High</p> | <p>Integration of components<br/>                     Smooth Installation<br/>                     Successful project<br/>                     Ease of access to required information</p>                                    | <p>Best practice project management<br/>                     Timely decision making<br/>                     Utilisation of Integration engineer</p>   |  |
| <p>ESS Management</p>             | <p>High</p> | <p>Reputational<br/>                     Maximisation of contribution<br/>                     Enhanced relationships between facilities<br/>                     Delivery of ESS science programme</p>                      | <p>Apply sound project management practices.</p>   |  |
|                                   |             |  | <p>Progress report monthly.</p>  |  |