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Observatory

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The operational Project Office as a functional unit

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2. Executive Summary

This document, D5.5 lists the various indicators enabling a summary report on the functionality of the ET Project Office during the ET-PP project period.

The first part of the document illustrates the operational context and the main stakeholders of the Project Office. The main objective of the Einstein Telescope Organization (ETO) is to complete the preliminary phase called ET Phase 1. This will be achieved when the site, the interferometer configuration and the governance of the future organization are selected. In the long term, the Project Office (ET-PO) in ETO is tasked with ensuring that the as-built research infrastructure meets the project requirements, staying within the approved budget and timeline. Key stakeholders include the ET Collaboration (ETC) for its scientific expertise and the Local Teams (LT) from Italy and the Netherlands which support site candidacies. Currently, a possible application of the Saxony-Germany region as well is under consideration. The ET-PO collaborates with the ETO Directorate for the management of the stakeholders and their interactions.

A second part describes the functional structure of the Project Office, the composition and the present activities in the different Work Packages. The structure is hierarchical with, at the top, a Coordination Office led by the Head of the Project Office and a Technical Coordinator together overseeing 11 work packages (WPs) based on specialized expertise. Ten WPs cover different project management areas, while the last one focuses on transversal support. Many WPs are already fully operational and are supported by experts from various institutes and staff hired through the ET-PP project. In the following this report summarizes all the activities of the ET- PO through the 11 WPs and its coordination office, emphasizing the operational aspects.

In the context of the organizational definition that must support the future project a strategic role is played by the Coordination Office supporting the ETO Project Directorate for the development of the strategic roadmap. It also manages the project baseline process which has led to the development of a revised Product Breakdown Structure (PBS) and the first Work

Breakdown Structure (WBS). The Technical Coordinator, in collaboration with ETC, has managed a design task force to reassess the interferometer's baseline configuration, focusing on reducing costs related to civil engineering works.

The main deliverable of the ET-PO is the Project Management Plan (PMP), which consolidates contributions from its various WPs. The Coordination Office also oversees the development of the PMP.

This report also outlines the stakeholder management channels, the IT tools supporting the PO, the future milestones and deliverables, the coordination with the other ETO groups, the communication channels and the budget status. All this proves that the PO is fully operational within the ET project.

3. Reference Documents

Ref	Title	Version
[1]	D5.1 Project Office structure and mandate	2.0

[2]	D5.2 Functionalities required from the tools in support of the project management	1.0
[3]	Proposal of a strategy for the definition of an ETO Roadmap and activity organization to be applied in Phase 1	1.0
[4]	Management Plan Template	1.0
[5]	ET Reference system	2.0
[6]	Change Management Process	1.0
[7]		
[8]		
[9]		
[10]		
[11]		

4. List of acronyms and abbreviations

ETO	Einstein Telescope Organization
ET-PP	Einstein Telescope – Preparatory Phase
ET-PO	Einstein Telescope Project Office
TDR	Technical Design Report
ETC	Einstein Telescope Collaboration
LT	Local Teams
TETI	Team per ET in Italia
EMR	Euregio Meuse-Rhine
WP	Work Package
PBS	Product Breakdown Structure
WBS	Work Breakdown Structure
FBS	Functional Breakdown Structure
MS	Master Schedule
CERN	Conseil Européen pour la Recherche Nucléaire (European Council for Nuclear Research)
ESRF	European Synchrotron Radiation Facility
ESO	European Southern Observatory
RBS	Risk Breakdown Structure
PLM	Product Lifecycle Management
SSOT	Single Source of Truth
IT	Information Technology
ISB	Instrument Science Board
MBSE	Model based System Engineering

TDS	Technical Documentation System
OBS	Organizational Breakdown Structure
INFN	Istituto Nazionale di Fisica Nucleare (National Institute for Nuclear Physics)
CNRS	Centre national de la recherche scientifique (National Centre for Scientific Research)
NIKHEF	Nationaal Instituut voor subatomaire fysica (National Institute for Subatomic Physics)
BELSPO	Belgian Science Policy Office
FWO	Fonds voor Wetenschappelijk Onderzoek – Vlaanderen (Research Foundation – Flanders)

5. Introduction

The main target of the Einstein Telescope Organization (ETO) is to finalize the preliminary phase called ET “Phase 1”. This is mainly defined by its goal, which are the choices of the ET observatory site, of the interferometer configuration and of the governance of the future organization. The ET-PP project manages, in a structured and collaborative framework, the definition of many of the aspects of the preparatory phase that characterize Phase 1, including the establishment of the Project Office (ET-PO). In this context the Project Office became operational having received its mission. This expressly states that the Project office must guarantee that the as-built research infrastructure fully complies with the requirements, the parameters and the technical layouts detailed in the project baseline configuration included in the TDR. This objective must be achieved without making changes that were not endorsed by the stakeholders and adhering to the final schedule and the estimated budget. Starting from the mandate, the project office has an internal organizational structure, and a strategy associated with a reference methodology [1]. Having then established the necessary conditions for project office management, the next step was to analyze the operational context and the role of different stakeholders.

The main difficulty has been to define the activities within two different ‘project’ contexts. The first, in the short term, is to define 'Phase 1' deliverables and milestones organizing the study

phase. The second, long-term, is that of the Einstein Telescope Observatory realization project that will start after the site(s) selection.

As far as the main stakeholders are concerned, two have been identified in the current context:

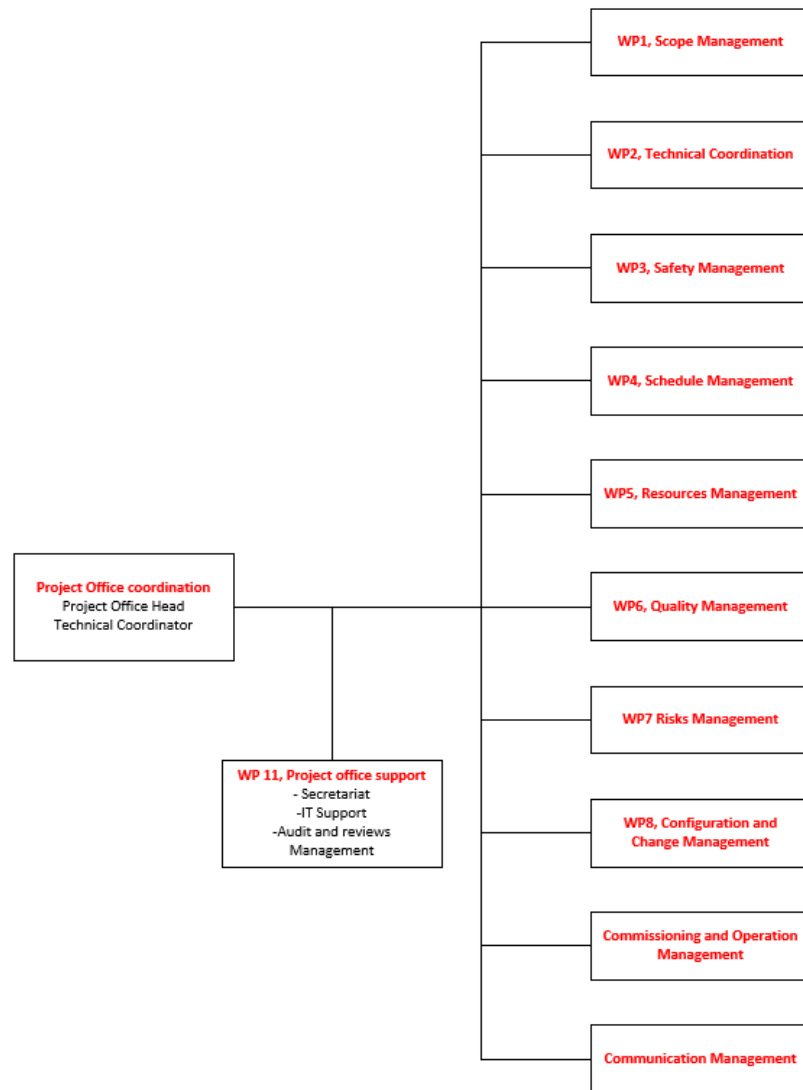
- 1) The ET Collaboration (ETC), which expresses the scientific community of gravitational wave physics and provides the expertise needed for the interferometers' design.
- 2) The Local Teams (LT), namely TETI for Italy and EMR for Netherland, expression of the candidate nations to host the observatory, whose mission is to support the candidacy of the sites.

Therefore, one of the operational context of the project office is to define the processes for the stakeholders' management and the common ground for the Local Teams, as part of the presentation of their respective candidacies.

6. The Operational Project Office functional organization and related activities

Considering the functional organization as a hierarchical organizational model where people are managed by area of specialization, the project office organization has been defined by a classical tree structure, where there is a coordination office consisting of the project office head and the technical coordinator, which steers the activities of 11 WPs associated with specific expertise. The first ten are associated with the different fields defined in project management, i.e. scope, technical, safety, schedule, resources, quality, risk, configuration, commissioning and communication. A last work package considers the transversal support activities like audits and review coordination, the IT support and the secretariat.

The Project Office organizational chart, introduced in [1] is here illustrated:



WP 11 is managing all its activities transversally to all the other WP. This ensures that the IT support and the audit and reviews processes are defined and implemented considering all the WP requirements.

Many of the above-mentioned WPs are operational, thanks to the contribution of experts from the various institutes and some thanks to the staff hired in the framework of the ET-PP project. Others are still in the definition phase pending the recruitment of the necessary expertise. Table 1 shows the present composition, by roles and activities, of the project office.

NAME	Institut e	Role	Activity
Alessandro Variola	INFN	Project Office Head	Project Office coordination and support to project Directorate for the roadmap establishment
Fiodor Sorrentino	INFN	Technical Coordinator	Responsible for the establishment of the baseline PBS, Coordination of the design task force
Alessio Rocchi	INFN	Technical Coordinator	Support to the activity of the technical coordinator
Luca Latronico	INFN	Quality Management Coordinator	Coordination of the Quality Work package
Leonardo Orsini	INFN	Quality Manager	Nomenclature and change process definition
Leonardo Lucchesi	INFN	Quality Manager	Nomenclature and change process definition
Sandro Vescovi	INFN	Safety Manager	Editing of the safety agreement
Lucia Lilli	INFN	Assistant	Secretariat support
Patrice Verdier	CNRS	IT Coordinator	IT support coordination
Christian Olivetto	CNRS	Configuration Management Coordinator	Coordination of the configuration definition. Analysis of the scheduling tools
Joseph Martino	CNRS	Risk Management Coordinator	Risk management coordination
Ghada Mahmoud	CNRS	Risk Manager	Editor of the risk management plan. Organization of the risks interview and other processes for the risk assessment
Ivan Maksimovic	CNRS	Schedule Manager	Coordination of the scheduling activity
Oussama El Mecherfi	CNRS	IT Manager	IT support, responsible for the development of the configuration Database
Romano Meijer	NIKHEF	Requirements Manager	Definition of the project breakdown following System Engineering approach. Responsible for the MBSE development in the Project Office

Table1 : ET Project Office members composition and related main activities

To summarize the operative aspect of the Project Office, a summary of the main activities carried out by the different WPs is hereafter illustrated.

6.1. Coordination office, scope and technical management:

As principal activity the coordination office is obviously guaranteeing the coordination of the entire project office.

It is also actively engaged in supporting the ETO project directorate in the definition of the 'Phase 1' roadmap strategy and consequently of the roadmap itself [3]. At the same time, it collaborates with the ETO directors' office, providing a general framework for the stakeholders' management processes.

The main deliverable of the project office is the Project management Plan (PMP), that coherently collects all the contributions from the different WP management plans. The coordination office is thus actively engaged in managing the editing of the PMP. In this context, a template for the coherent editing of their field management plan [4] has been provided to all the Work Packages managers.

One of the main activities of the coordination office is also to manage the project baselining process, providing the first version of the Product Breakdown Structure (PBS). This was followed by a review phase that lasted more than six months. Following the review outcome, the technical coordinator, in collaboration with the configuration system engineer, has also proposed a revised version of the PBS and the first proposal of the Work Breakdown Structure (WBS). This proposal assumes the maximization of the alignment between the PBS with the Functional Breakdown Structure (FBS), so providing a description based, when feasible, on integrated systems.

Recently, through the figure of the PO-technical coordinator, the coordination office has also ensured the management of a design task force, in collaboration with ETC, with the aim of re-evaluating the baseline configuration of the interferometer from the point of view of reducing the costs associated with civil engineering works.

In the framework of the technical activities, and in collaboration with the Engineering Department, a global definition of the interferometer reference system has also been provided [5].

6.2. Safety management

The safety manager has produced a first version of the safety agreement, by having a full review of the OHS safety regulation in the candidate countries. The scope of this document is

to provide a common and validated understanding of the safety regulatory context in the candidate countries, which logically serves as a constraint on the entire project management framework. This document will be revised and distributed to the main stakeholders and shareholders for validation. Their identification and the definition of the validation procedure is currently in progress. Once the final roles are defined it will be possible to provide the document modification process.

6.3. Schedule management

The main activity was to establish context and procedures for future schedule management. One methodology was implemented by considering a distributed network of Work Packages or Tasks managers who can integrate the schedules of their activities in the general detailed schedule. This will then be analyzed to produce the Master Schedule (MS). Once this methodology was defined this WP began to evaluate different IT products for schedule management. After a phase of analysis of possible solutions, the first product tested was Easy Redmine (<https://www.easyredmine.com/>). In this framework the training phase is ongoing, where a sample of managers will be selected, instructed through video aids, and asked to construct schedules for integration. The eleven tutorial videos have been uploaded on the ET Collaboration wiki page but are also available on the YouTube platform:

- 1) <https://www.youtube.com/watch?v=h7XNbuFpsz8>,
- 2) https://www.youtube.com/watch?v=CzvjtWEZW_Q,
- 3) <https://www.youtube.com/watch?v=kh3C4vtX4Sg>
- 4) https://www.youtube.com/watch?v=u7_Q97rWjegù
- 5) <https://www.youtube.com/watch?v=iLVncsVucV4>
- 6) <https://www.youtube.com/watch?v=OgKLvcEhB1g>
- 7) https://www.youtube.com/watch?v=O-X34f3I7_o
- 8) <https://www.youtube.com/watch?v=8HdTIEUNBts>
- 9) <https://www.youtube.com/watch?v=-ncpSyakbBQ>
- 10) https://www.youtube.com/watch?v=9jwGTd_-zZA
- 11) https://www.youtube.com/watch?v=tmc2__VUFfg

MS Project has been proposed as the next product to be tested.

The training part on scheduling is particularly important because it is preparatory to defining the roles and processes of the Schedule management Plan (SMP). In fact, the coordinated activity of integrating partial schedules into a single integrated schedule by different experts, will provide valuable insights into how to structure responsibilities across processes. Given the lack of a defined project structure, the project office is developing an OBS built based on the WBS to begin to define, albeit virtually, the roles of responsibility in procedures. In this general context the editing of the SMP is ongoing.

6.4. Resource and financial management

In 'Phase 1' the work of this Work Package should be fully directed at editing the cost book and then providing an initial cost estimate, with priority on civil engineering costs. This exercise must consider that civil engineering cost estimates will come from Local teams in different contexts, and that the estimation of costs associated with the detector will have to be independently done by the project office. All of this will need a consistent framework so that the various estimates are assessable and comparable. To guide this process and provide for a cost estimate validation process, ETO is actively engaged in finding a partnership among major European research institutions. In this framework contacts have been established with CERN, ESRF, and ESO.

6.5. Quality management

Three main topics were identified, as far as quality is concerned, to assist the different ongoing processes.

The first concerns the definition of the general processes of change and change request. These processes must naturally include the change aspects of configuration management and thus must ensure consistency. A first draft of the general change request process has been provided [6]. Pending a comprehensive project structure, the roles in the workflow have been defined with a sufficient degree of flexibility to be adapted to future organizational structures.

The second activity concerns the definition of nomenclature taking into consideration the need to identify the right naming according to different contexts. For this purpose, contact was made with the CERN expert group for a discussion on how nomenclature was integrated into

the LHC project. The main end goal is to associate each element with an acronym that uniquely identifies it and can be used in all areas of project management and as primary key in the different databases.

The third aspect was the establishment of the document repository database. After careful evaluation of different options (EDMS, Alfresco, Atrium and TDS) the choice was made for EDMS - CERN. A temporary repository was created for a limited number of users:

<https://edms.cern.ch/ui/#!/master/navigator/project?P:1637049574:101481228:subDocs>

pending the contract with CERN to allow operational access to all ETO and ETC members.

PAQ definition needs a lot of coordination with the WP dedicated to configuration management and system engineering. The separation between the two concepts is clearly defined by the fact that, while quality procedures must operate throughout the design context, configuration management will deal only with the management of configuration items. Logically, the two aspects will have to be harmonized. This activity too needs to be supported, for roles definition, by the introduction of an reference OBS reference. In this framework the work for the editing of the Quality Assurance Plan (QAP) is ongoing.

6.6. Risk management

In a project design definition phase, risk management involves implementing the two phases of risk identification and risk assessment. This WP moved in this direction by starting to define a methodology, identify the different stakeholders involved in the various frameworks, and generate the first version of the risk register. A Risk Breakdown Structure (RBS) was defined to identify stakeholders and manage future reporting processes. Thus, the aspect of defining risks associated with technical aspects was given priority. Currently, however, the phase of identifying risks associated with organizational aspects is underway.

The Risk Work Package was heavily involved in the work of the design task force, providing not only the identification of risks but also a development analysis based on identification of the TRL of enabling technologies. A flexibility analysis with respect to changing design parameters was also developed in this context.

The working tool for risk management was identified (JAMA connect) after an evaluation of different products.

The editing of the Risk Management Plan is ongoing.

6.7. Configuration management

Configuration management remains one of the main long-term goals of the project office strategy. The first activity was to have an initial definition of the configuration items, which will be managed in the future in this context.

The next phase will be to address the strategy associated with configuration management, which is also closely related to the relational structure of the IT tools that will be used in different contexts like the assets, the schedule, the resources, the risks and the requirement management. There are currently two different analyzed approaches as far as the study and definition phase is concerned. The first considers the Product Lifecycle Management (PLM) tool as the manager's node, as far as the information traceability is concerned, of all the other tools. This should also ensure a single source of truth (SSOT) with respect to the definition of the configuration items. The second, on the other hand, presupposes the homemade realization of a relational database that can manage the validation aspects of the parameters so becoming the SSOT. This database should then be connected to all the other tools, working independently in their contexts. These two scenarios have been also discussed with the CERN experts. The reference strategy should be defined in two stages. In the first, due to available resources and the complex organizational framework, the preferred solution is to implement the database developed by internal resources. The transition to the use of a professional PLM Tool, on the other hand, may be considered at a more mature stage of project implementation.

In the area of configuration management, the Project Office also began a collaboration with the University of Aachen (<https://www.imse.rwth-aachen.de/cms/~mpxi/imse/?lidx=1>) to develop system architecture through Model Based System Engineering. This will be supported by a modern PLM Tool (3D Experience - Dassault).

The Configuration Management Plan editing is ongoing.

6.8. IT support

As part of the management of the project baseline configuration, after the definition of the PBS, it was necessary to implement a relational database allowing the association of the functional parameters to each element of the PBS, defined in the design phase. This work package has therefore realized this database (<http://cc-etgw.in2p3.fr/#/Home>), where the parameters of the first PBS release have been loaded, and where it is possible to manage the

information traceability through different functions. The use of this database has been extended to the ETC members, thus becoming, at present, the reference tool for design parameters storage.

7. Internal organization and external stakeholders' engagement and management.

The activities of the project office and the link between the different specialized Work Packages are managed through different processes mainly related to the exchange of information, so by introducing different communication channels:

- The strategic lines that determine the activities of the project office are provided by the ETO Directors. To have complete alignment, the head of the project office and the technical coordinator are permanent members of the Management Team, which meets weekly in remote mode, and once a month with an in-person plenary meeting. The most operational aspects are then shared and harmonized with the directors' office. As for the practical organizational problems of the project office these are discussed in a weekly meeting with the participation of all the directorate.
- The Project Office work management is ensured by holding weekly meetings in which all its members participate. In these meetings the first part is devoted to communicating the general management aspects concerning the ETO directors' activities. After this, the general aspects of the different activities in the Work Packages are shared, and general strategic lines are dictated. Moreover, sometimes, a specific activity of common interest is presented by its WP responsible. Dedicated Indico pages have been introduced for these meetings by the transverse support WP.

To ensure also the monitoring of the specific activities in the different WPs, there are bi-weekly meetings between the project office head and the heads of the individual WPs. Decided actions are entered into the collaborative platform Teams. This platform ensures most of the management communication channels, the (already mentioned) task sharing, the document management and the calendar.

As far as the different project office external stakeholders are concerned, the different established management communication channels are:

- a) The Project Office head and the technical coordinator are permanently invited to the Collaboration Executive Board weekly meetings. This ensures the exchange of high-level information about possible common activities.
- b) For the more operative aspects the Project Office Head and the technical coordinator have weekly meetings with the Collaboration spokesperson and his deputy
- c) Depending on different contexts, the project office members are attending meetings of the Instrumental scientific Board (ISB) of the collaboration and possibly to the meetings of the technical divisions.
- d) The definition of frameworks, processes and procedures that establish a common ground for local teams presupposes an initial phase of defining expectations and establishing a coherent framework of the mandates of the individual stakeholders. Also, this activity has started with dedicated meetings. The outcome provided an initial conceptual map of stakeholders' responsibilities with respect to the deliverables defined in the roadmap. This will need to be discussed with stakeholders before formal approval.
- e) The Model Based System Engineering (MBSE) collaboration with Aachen University is directly managed by the Project Office system engineer. All the results of this activity are shared in the 3D Experience platform.

8. Coordination with other groups

In ETO many activities need continuous monitoring and alignment between different groups, due to the very complex organizational framework. As far as the project office is concerned, the main need is to manage the activities interfaces with the directors' office and the engineering department.

The coordination with the directors' office is generally guaranteed by the weekly meeting with the directorate. Nevertheless, many activities concerning the organizational aspects are shared in responsibilities between the project office and the Directors' office. These activities are managed directly by the ETO directors with a careful definition of the requirements. In this case a constant communication is assured by ad hoc activities meetings and by dedicated channels on the Teams platform, assuring the documents storage and on-line updating.

The Project Office and the Engineering Department must collaborate closely in defining the processes and procedures to be applied in technical contexts. This covers requirements definition and management, document lifecycle, nomenclature, reference systems, and others...To align all these activities, the Project Office head, the Technical Coordinator and the Engineering Department head meet once a week. This is also where they discuss how to interact with other stakeholders regarding common activities.

Pending the establishment of ETO's communication office, the project office also provided templates for documents and slides for presentations. The establishment of an experts' communication office in ETO is enabling the replacement of these templates with professional formats.

9. Communication

A key aspect for the project office is to establish an effective communication channel to keep the collaboration updated on its activities. In this context, a dedicated project office space was opened on the collaboration wiki. Here it is possible to access the PBS and outcomes of reviews, procedures for defining project parameters, training videos for the schedule training and various other information.

On the other side, to increase the Project Office visibility, its strategic and methodology aspects have been presented in the ET annual meetings:

- 1) 2024 Warsaw annual meeting:

<https://indico.ego-gw.it/event/764/overview>

- 2) 2023 Orsay annual meeting:

<https://indico.ijclab.in2p3.fr/event/9686/timetable/#20231114.detailed>

As far as external communication is concerned, in the framework of configuration management, active participation was assured in the two edition of the CERN - Large Scale Scientific Instruments/Facility Configuration Management Workshop. In 2025 an invited talk was dedicated to the presentation of the ET-PO Model Based System Engineering approach in the configuration management context.

<https://indico.cern.ch/event/1156041/timetable/#20230202>

<https://indico.cern.ch/event/1467202/timetable/#20250213>

10. Tools

The informatic tools dedicated to the project management activities have been extensively described in [2]. Hereafter we provide a synthetic overview of the present status that will need to evolve to a new configuration when the organizational aspect is defined, and other management tools will need to be integrated within the project management platform.

- For the general project management, WBS and the schedule management the baseline is represented by Easy Redmine. MS project will be evaluated in the future.
- As far as the document and technical data lifecycle are concerned the baseline is CERN EDMS. The internal communication with the Collaboration is granted by the ET TDS system
- In the configuration management framework JAMA is the baseline solution for the requirements traceability. Three different professional PLM tools are under evaluation, 3D experience Dassault, Teamcenter – Siemens and ARAS. The Model Based System Engineering exercise is performed on the 3D experience platform.
- Meetings communication is assured by the MS Teams and Zoom platforms. For the meeting schedule a shared Google calendar was provided.
- The risk management baseline solution is JAMA.
- For general purpose Microsoft applications are used (Word, Excel, OneNote)

11. Roadmap and milestones

The project office currently carries out two different types of operational activities. The first one is to support the directorate in defining the project roadmap for the so-called phase 1, which will end with the configuration and site decision. The second is assuring the project management activities connected with the different management fields. In this context the PO coordinates the effort for the project baseline technical definition, for the assessment of quality processes and for the assessment of risks and costs. All these activities can be characterized by a list of milestones and deliverables, illustrated in Table 2.

Deliverable	Expected Result/Outcome	Date	Deliverable - Milestone
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ET Roadmap - document	Document describing the roadmap of the ET project in Phase 1	Q 1 2025	Deliverable
ET Roadmap Methodology - document	Document describing the methodology followed to establish the ET roadmap	Q 1 2025	Deliverable
ET Nomenclature - document	Document describing the project nomenclature	Q 3 2025	Deliverable
ET PBS update provided	ET P O coordinate the establishment of the new PBS version after the review phase	Q 4 2025	Milestone
ET WBS validated	The final version of the WBS, and consequently of the project OBS is approves by the stakeholders.	Q 4 2025	Milestone
ET Change process validated	The procedure for the generic change request for PBS and parameters in the	Q 4 2025	Milestone
ET scheduling Management Plan - document	Document describing the procedures, the methodologies and the roles associated to the scheduling management in ET	Q2 2026	Deliverable
Risk management plan - document	Document describing the procedures, the methodologies and the roles associated to the risk management in ET	Q 2 2026	Deliverable
Requirements Management plan - document	Document describing the procedures, the methodologies and the roles associated to the requirement management in ET	Q 2 2026	Deliverable

Quality Assurance Plan – document	Document describing the procedures, the methodologies and the roles associated to the quality management in ET	Q 2026	2	Deliverable
ET configuration Management plan - document	Document describing the procedures, the methodologies and the roles associated to the configuration management in ET	Q 2026	2	Deliverable
Project management plan. 1st release - document	Document describing all the processes defined to ensure the successful realization of the Project Office Mandate	Q 2026	4	Deliverable
Preliminary Cost Book - document	Document describing the costing guidelines and providing an approximate cost estimate	Q 2027	3	Deliverable

Table 2. List of the Project Office main deliverables and milestones

12. Budget

Waiting for the definition of ETO as a legal entity the Project Office operativity, as far as the budget availability is concerned, is provided by the single institutions, namely INFN, CNRS and Nikhef. In this context, the institutions cover the mission expenses of their agents. In a collaborative cost-sharing framework, the annual JAMA (requirements and risks management) software license cost of 27 k€ is guaranteed by INFN.

To overcome this inefficient phase of distributed management among institutions, pending the final definition of the legal and organizational structure that will take place at the end of Phase 1, ETO is currently structuring itself through an agreement among a Funders group of shareholders. In this context an MoU has been signed in December 2024, by INFN, Nikhef, Belspo and FWO. This includes the establishment of the ETO Funders group and the establishment of a dedicated fund, managed directly by ETO. This will also allow the activities of ETO departments to be strengthened through the possibility of recruiting personnel in the form of in-kind contributions from the different entities.

Regarding the funding given by the ET-PP project, it is important to note that all planned contracts have been awarded. Currently, the hires made have enabled, respectively, the roles of system engineer (currently engaged in defining requirements management within the project configuration), risk manager and IT support (responsible for making the parameter database available).

13. Conclusions

In this paper we have summarized the main aspects of the project office activities, management and organizational aspects. Below we have explained its functional structure and provided the list of members and their roles. Next, we outlined the activities that take place in the different work packages. As a further demonstration of the project office's functionality, we summarized the main channels for managing internal and external stakeholders, including those represented by ETO departments. We then provided a snapshot of the IT Tools supporting the PO activities. The future milestones and deliverables have also been listed. At the end we provided a short status of the PO associated budget. All this shows that the project office, with its functional structure, is operational within the ET project.

14. References

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