

Innovative Photonics Education in Nanotechnology  
586165-EPP-1-2017-1-EL-EPPKA2-CBHE-JP

**Title:**  
D3.1.2: Survey on team work and coordination at Month 18 (May 2019)

**Version** : 1.0  
**Date** : 11/09/2019

**Authors:**  
Katerina Zourou  
  
**Leader:**  
Katerina Zourou, Web2Learn, Greece



Co-funded by the  
Erasmus+ Programme  
of the European Union

The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein

**Status:**

- Draft
- To be reviewed
- Final / Released

**Confidentiality:**

- Public - Intended for public use
- Restricted - Intended for Promes consortium only
- Confidential - Intended for individual partner only

**Deliverable ID:** 3.1.2. (as part of WP3 quality assurance)

**Title:** Assessment of teamwork and coordination at the end of year 1 of the project

**Summary / Contents:**

A quality assurance mechanism regarding teamwork and coordination has been in place as part of the work package Quality Assurance (WP 3) of the iPEN project (WP leader: Dr. Katerina Zourou, Web2Learn, Greece). The purpose of this mechanism is to offer an insightful look at the internal processes regarding team coordination from the project launch (in October 2017) until the end of year 1 (October 2018) and to identify issues that need to be improved or reconsidered (cf. Synthesis). It is thus a feature leading to the ongoing improvement of the project. Results of this report will be communicated to the project manager and all partners and action points (from the Synthesis) will be implemented.

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 2 of 19
		Version : 1.0
		Date : 11/09/2019
		Status : Completed Confid : Restricted

## CHANGE LOG

Vers.	Date	Author	Description
0.1	01.09.2019	Dr. Katerina Zourou	Data analysis
1.0	11.09.2019	Dr. Konstantinos Petridis	Review and approval

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 3 of 19
		Version : 1.0
		Date : 11/09/2019
		Status : Completed Confid : Restricted

## Table of Contents

<b>1. RATIONALE.....</b>	<b>3</b>
<b>2. METHODOLOGY.....</b>	<b>3</b>
<b>3. DECISION MAKING PROCEDURES AND PROJECT MANAGEMENT.....</b>	<b>5</b>
<b>4. DISTRIBUTION OF TASKS.....</b>	<b>6</b>
<b>5. TIMETABLE AND COMMUNICATION.....</b>	<b>9</b>
<b>6. PLANNING AND COORDINATION.....</b>	<b>11</b>
<b>7. SYNTHESIS.....</b>	<b>15</b>
<b>8. ANNEX.....</b>	<b>16</b>

## 1. RATIONALE

The questionnaire administered to the consortium is part of the quality assurance methodology of the Erasmus+ CBHE project iPEN (Innovative Photonics Education in Nanotechnology). The survey was sent to project team members on May 30, 2019, but due to summer break at participating universities, it was extended until September 5. Its purpose is to offer an insightful look at the internal processes regarding team coordination from October 2017 until May 2019, namely 18 months of the project lifetime.

## 2. METHODOLOGY

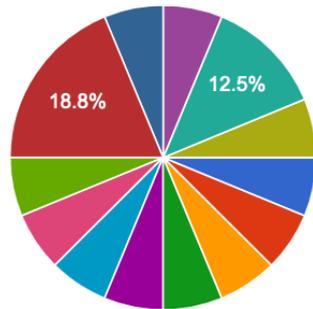
There are 4 sets of questions concerning teamwork and coordination capabilities among partners. Respondents are first asked to focus on a) the decision-making procedures and project management at a general level, then to specifically rate b) the division of tasks and partners' awareness of their responsibilities and goals within the project; additionally, c) timetable and communication, and finally the d) planning and coordination practices.

16 individuals replied to the questionnaire from each of the iPEN partners, which guarantees perfect answer distribution. All partners replied with one respondent. Sami Shamoon College of Engineering in Israel offered input from 3 respondents and Ben Gurion University of the Negev answer with 2 staff members.

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 4 of 19
		Version : 1.0
		Date : 11/09/2019
		Status : Completed Confid : Restricted

### Your institution

16 responses

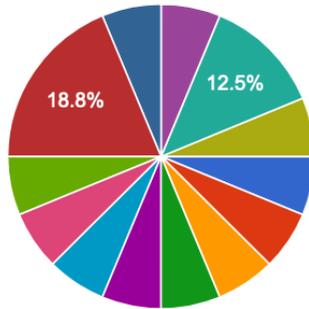


- Technological Educational Institute...
- Politecnico di Milano
- University of Twente
- Friedrich – Alexander Universiteit...
- IESL - FORTH
- Web2Learn
- Bar Ilan University
- Weizmann Institute of Science

▲ 1/2 ▼

### Your institution

16 responses



- Sami Shamon College of Engineering
- Holon Institute of Technology
- Machba
- Ben Gurion University of the Negev
- Technion Israel Institute of Technology

▲ 2/2 ▼

Figure 1 and 2: institutional distribution of the respondents

Data is analyzed according to the sections of the survey and a synthesis (last part of this report) completes the analysis.

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 5 of 19
		Version : 1.0
		Date : 11/09/2019
		Status : Completed Confid : Restricted

### 3. DECISION MAKING PROCEDURES AND PROJECT MANAGEMENT

This section corresponds to a set of questions assessing the overall appreciation of team coordination and project management. The next sections will instead go into detail of internal working processes by focusing on specific characteristics of the processes.

All respondents also seem to feel that they have been able to contribute to the project outcomes between May 2017 until June 2019. (Q1)

From your investment in the project so far (until October 2018) do you feel you are able to contribute to the project outcomes to some extent?

15 responses

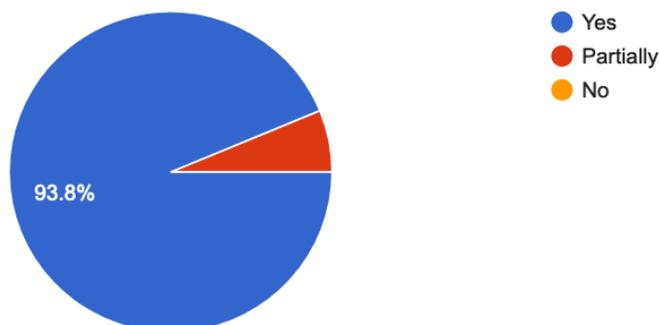


Figure 3: degree of investment

Q2 assesses the availability of information in due time, as a factor contributing (or impeding) timely work and smooth management on partner and on group level. All replies converge to the timeliness of information available, except of one respondent judging that information is partially available on time.

Is all relevant information available in due time?

16 responses



	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 6 of 19
		Version : 1.0
		Date : 11/09/2019
		Status : Completed Confid : Restricted

Figure 4: timeliness of information available

The next question (Q3) assesses globally the project coordination for the first 18 months of the project although more specific questions on this matter follow in the next section. Here we try to see the global picture of management as understood by partners.

The picture that surfaces is of very high standards in project coordination. 14 respondents reply that the overall quality is very good and two respondents that it is good. For a demanding EU-non EU cooperation project as iPEN is, this result is extremely encouraging and positive.

### Can you rate the overall quality of project coordination until now?



16 responses

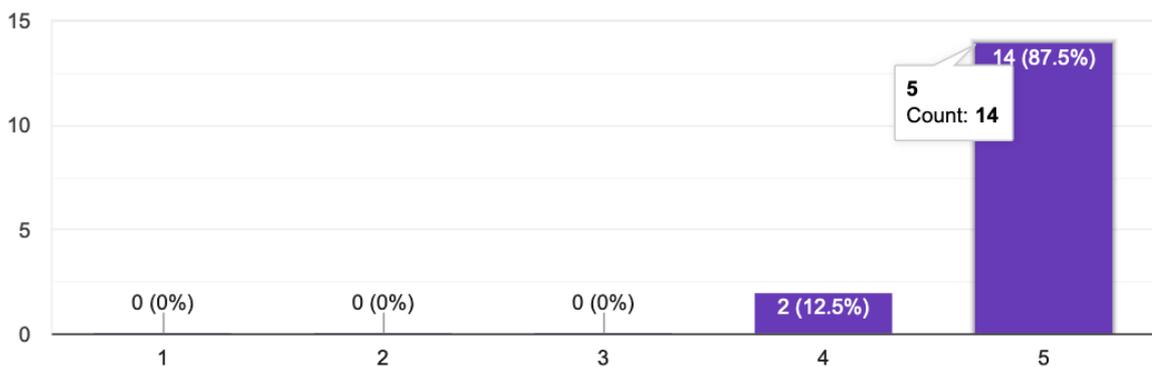


Figure 4: overall quality of project coordination in first 12 months of the project

To the open question (Q4) inviting respondents to make any comments regarding the project coordination, one reply has been gathered:

- *The coordination is very clear with updates on time*

## 4. DISTRIBUTION OF TASKS

The questions covering the session regarding the division of tasks focus mainly on clarity of work plan and clarity of tasks description.

Partner opinion on the quality of coordination of WP1 (Q5) is largely positive, as figure 5 shows.

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 7 of 19
		Version : 1.0
		Date : 11/09/2019
		Status : Completed Confid : Restricted

### Can you rate the coordination qualities of Work Package 1 (Preparation)?



16 responses

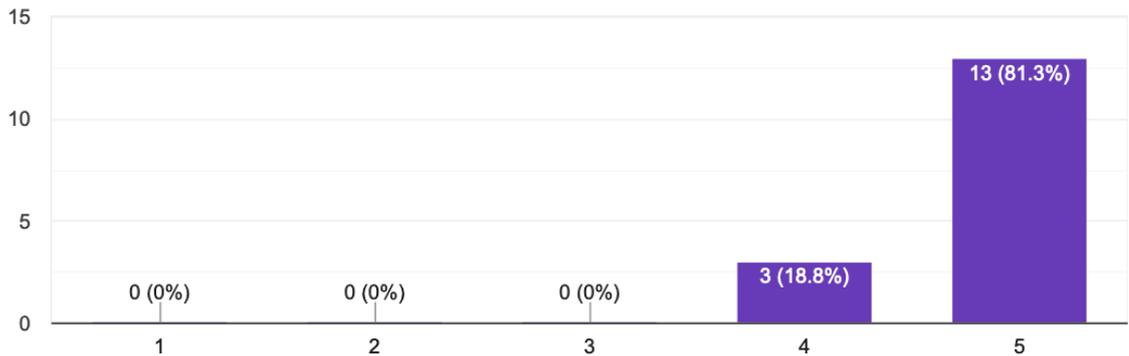


Figure 5: coordination quality of WP1

The net majority of respondents acknowledged that the work plan and timetable were clear and realistic – only 1 respondent seems hesitant. (Q6)

### Is the work plan and timetable clear for all partners?



16 responses

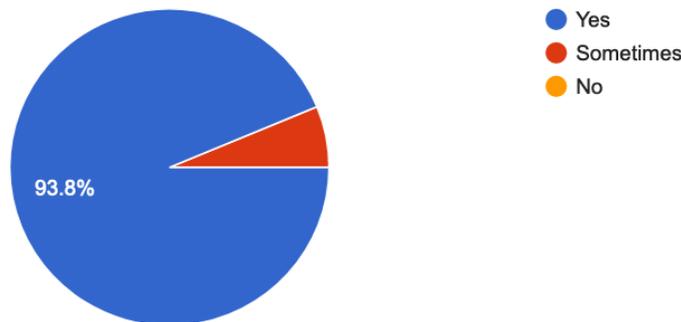


Figure 6: Availability of a clear workplan and timetable

In the following question (Q7), the large majority of respondents claims of knowing common and specific project goals by institution, with the exception of one partner claiming that he/she is not always aware.

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 8 of 19
		Version : 1.0 Date : 11/09/2019
		Status : Completed Confid : Restricted

Are you, as partner, aware of the common project goals and the specific goals for your institution? 📄

16 responses

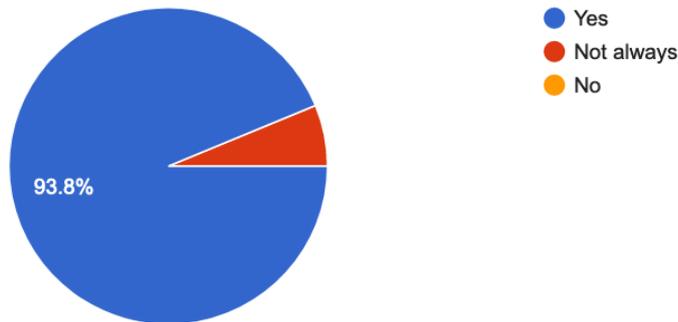


Figure 6: awareness of general and specific goals

Respondents largely agree on the fact that there is a clear and realistic description of the tasks of each partner, including the coordinator (Q8), with one respondent not being aware enough.

Are you, as partner, aware of your responsibilities? 📄

16 responses

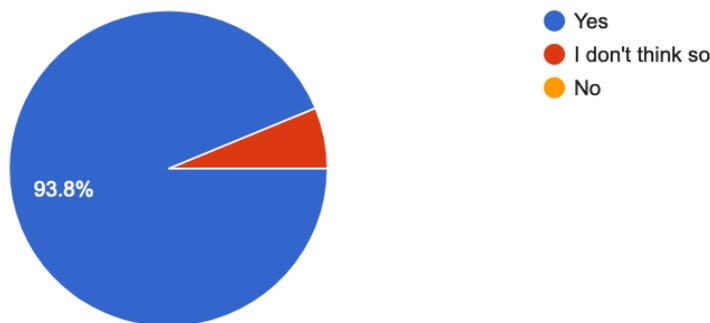


Figure 7: quality of description of partners' tasks including those of the coordinator

The next question (Q9) asked partners to express openly their views regarding "Distribution of tasks" and the following 2 responses have been gathered:

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 9 of 19
		Version : 1.0 Date : 11/09/2019
		Status : Completed Confid : Restricted

- *Because I am building a course that is new to me as well, the amount of time it takes to prepare it while completing all the tasks of my daily job it is almost impossible. However, it is not the fault of the project's management.*
- *I am behind on some tasks*

## 5. TIMETABLE AND COMMUNICATION

The timetable and coordination section corresponds to questions from Q10 to Q15. For Q10 (degree of clear timetable with activities), the whole partnership agrees with this statement.

Is there a clear and realistic description of the tasks of the project co-ordinator and each partner?

16 responses



Figure 8: clear description of tasks for the partnership, including the coordinator

Partners are also mostly positive, with the exception of one respondent, regarding the availability of a time schedule for communication between partners and for exchange of materials (Q10).

A time schedule for communication between partners and for exchange of material is available. 

16 responses

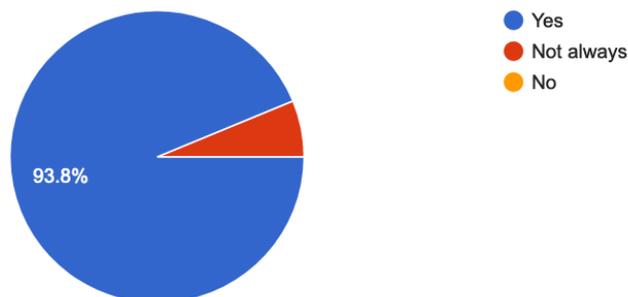


Figure 9: time schedule

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 10 of 19
		Version : 1.0 Date : 11/09/2019
		Status : Completed Confid : Restricted

All partners agree with the statement that the coordinator respects the deadlines (Q11).

### The co-ordinator respects the deadlines

16 responses

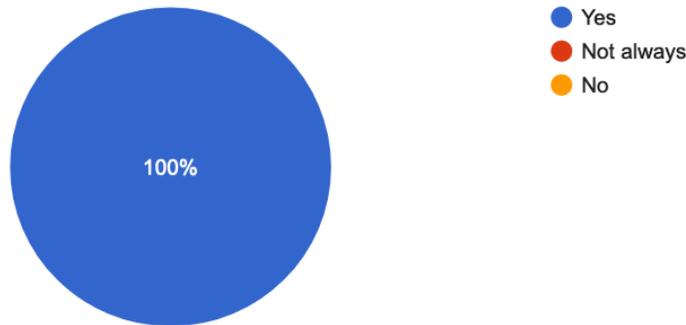


Figure 10: respect of deadlines by the coordinator

All respondents, believe that the frequency of internal communication is suitable, whereas one respondent claim that it is low (Q12).

### The frequency of internal communication is...

16 responses

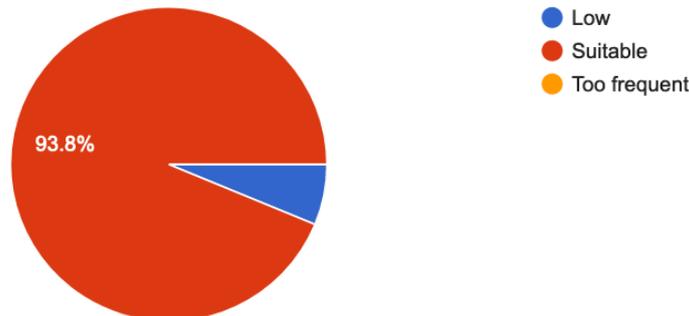


Figure 11: frequency of internal communication

Regarding the means of communication (Q13), the majority of partners believe it is appropriate, and three respondents leave a comment (see next item).

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 11 of 19
		Version : 1.0 Date : 11/09/2019
		Status : Completed Confid : Restricted

The means (email, platform, other types of communication) are



16 responses

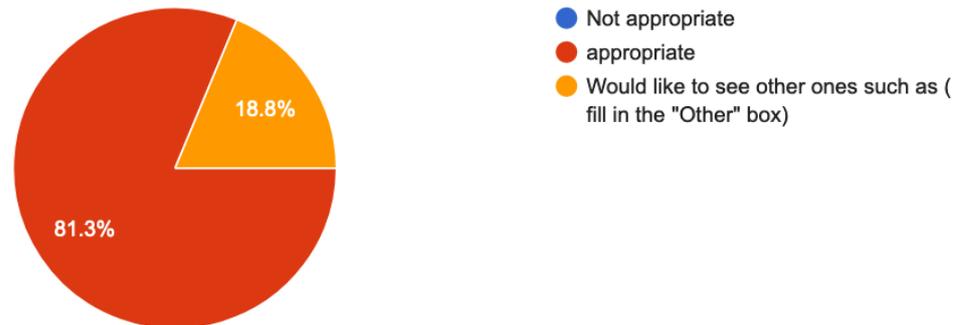


Figure 12: means of communication

Comments have been left on the open-ended question (Q14) suggesting in this regard that a more regular online meetings are welcome. 2 respondents have the same opinion when invited to express their views about communication.

- *Skype meetings are welcome, or other online meetings*
- -
- *Online session*

## 6. PLANNING AND COORDINATION

Questions 15 to 17 explore into details the planning and coordination qualities of project coordinator. A majority of 5/5 characterizes nearly all aspects: from clarity of organizational guidelines, to clarity of roles and responsibilities and to equity of participation.

Q15 relates to the clarity in planning and management guidelines, to which all respondents reply positively.

## Clear planning and management guidelines in the project plan



16 responses

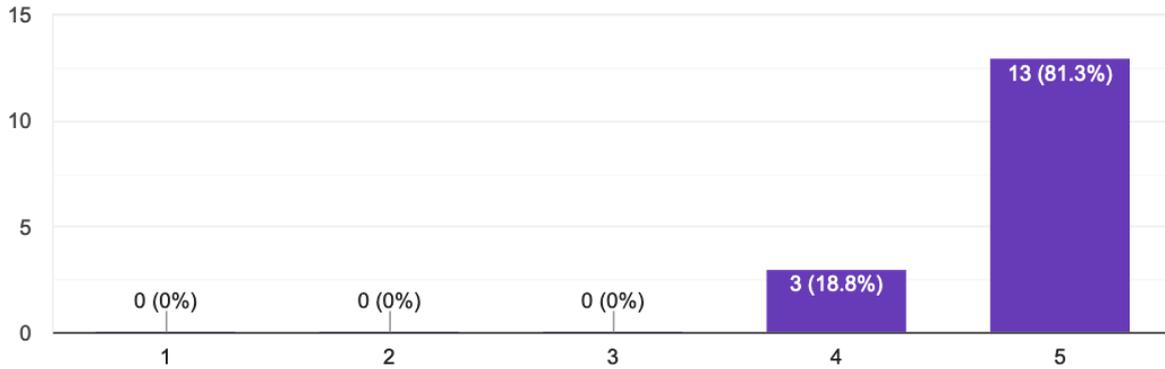


Figure 13: planning and management guidelines

Five respondents believe that the degree of equity of participation is very good, three good and one intermediate (Q 16).

## Equity of participation

16 responses

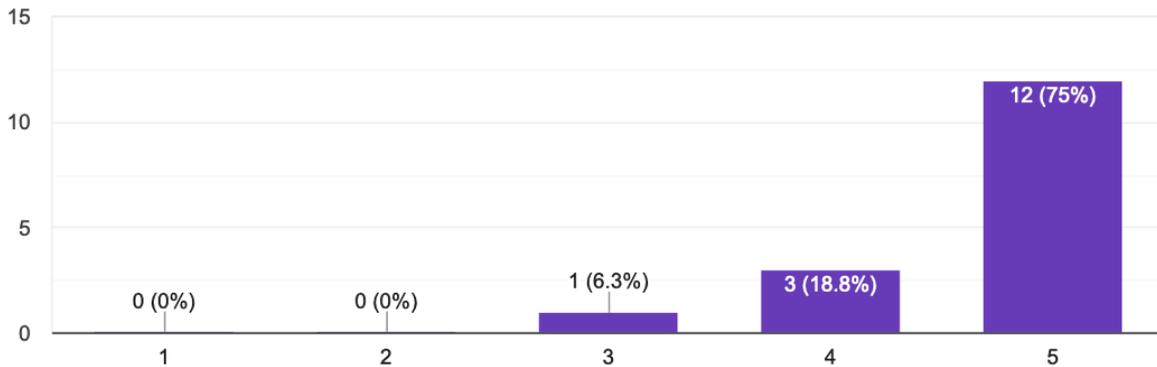


Figure 14: equity of participation

Regarding the clarity of roles and responsibilities (Q17), the majority of partners (10) believe that the degree of clarity is very good, whereas 5 respondents believe the quality is good.

## Clarity of roles and responsibilities



15 responses

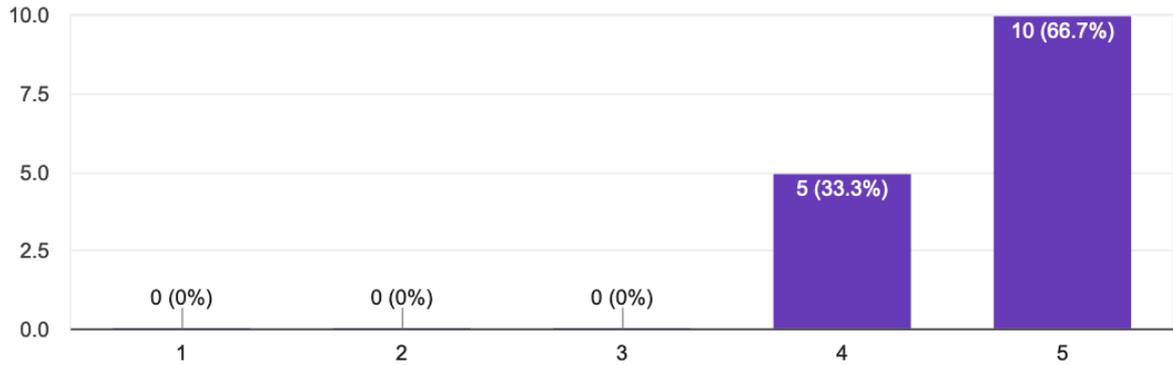


Figure 15: clarity of roles and responsibilities

In the last item for this section, partners were asked to voice their views about degree of promotion of team work, and the quality of sharing of experience and expertise. From the replies, 9 respondents believe it is very good, five believe it is good and two believe it is intermediate.

## Promotion of teamwork, sharing of experience and expertise

16 responses

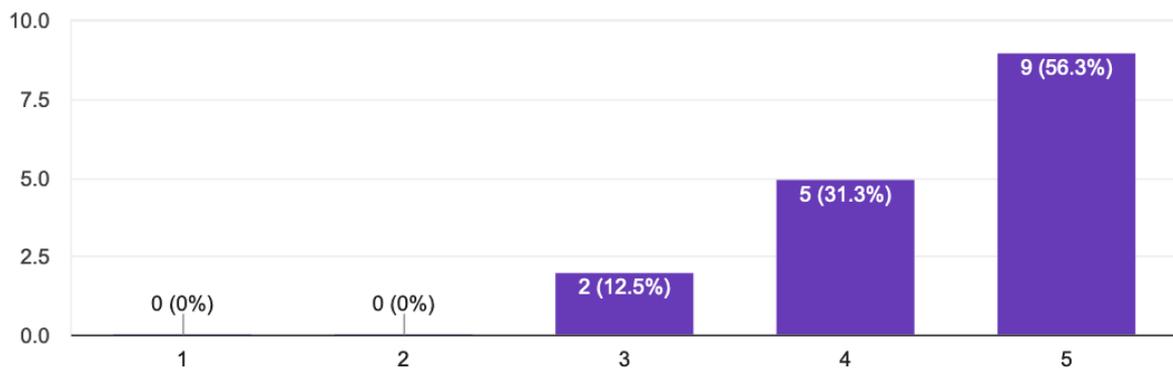


Figure 16: promotion of team work, sharing of experience and expertise

Partners were asked to give their appreciation of the strongest and weakest point of the coordinator. All data are available to anyone interested; however as a precaution, names of respondents have been removed as they are considered as sensitive data that may reveal the identity of the respondents.

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 14 of 19
		Version : 1.0
		Date : 11/09/2019
		Status : Completed Confid : Restricted

Regarding the coordinator's strongest points, enthusiasm and passion are a recurrent leitmotif. Partners did acknowledge his commitment to the full success of the project by working hard with a clear vision in mind. His organizational skills were also very much appreciated as 10 out of 16 respondents mention it as strongest point.

- *Experience, capacity to negotiate and communicate as well as being flexible*
- *Efficiency; focus on task accomplishment; willing to understand and deal with unexpected situations that occur.*
- *His ability to organize and keep everyone on track*
- *Very organized and pleasant.*
- *He works hard (provides personal example) and leads the team.*
- *Availability, knowledge and understanding of the project structure program goals*
- *Very supportive and maintains contact with the project participants.*
- *His energy*
- *always on alert, miss nothing, know how to activate the participants*
- *perfect management*

Regarding the coordinator's weakest points, the following comments were gathered.

- *N/A*
- *Not any that I can add.*
- *none*
- *-*
- *NA*
- *Can't duplicate himself :)*
- *NO weakest point!*
- *he has not weak points, he is perfect*
- *Improve the feedback we get from the target groups*
- *It would be useful to strengthen group collaboration. Each partner communicates with the coordinator on a bilateral basis and it would be better, from a group perspective, to have online talks with the whole group, for the sense of belonging to a common goal. Otherwise the coordinator performs very well and the overall picture is very positive.*
- *-*
- *Hire an assistant for the technical coordination (financial reports etc)*
- *Perhaps it would be stimulating if we got some feedback from future users (students or companies that would use the courses)*
- *No better coordination can be expected*
- *To have online meeting more often for collaboration and sharing information.*
- *better as perfect is not possible*

It surprising in the positive side that for the question regarding weak points of the coordinator, some partners used the empty textbox to praise the coordinator's qualities ("no better

	Survey on team work and coordination at Month 18 (May 2019)	Page : 15 of 19
		Version : 1.0
		Date : 11/09/2019
		Status : Completed Confid : Restricted
Deliverable ID: D.3.1.1		

coordination can be expected”; “ not any that I can add”, “NO weakest point”, “he has no weak points, he is perfect”), or no answer given to the reply regarding weak points (“no” or “N/A”). Some partners combine in their reply positive and negative aspects (*“It would be useful to strengthen group collaboration. Each partner communicates with the coordinator on a bilateral basis and it would be better, from a group perspective, to have online talks with the whole group, for the sense of belonging to a common goal. Otherwise the coordinator performs very well and the overall picture is very positive”*).

Regarding those replies that do bring into their reply a negative point, it is advisable that the coordinator gets some support from his university to better manage financial issues of the project, and that he organizes more frequent online meetings, to enhance group spirit, better communication among partners and to enable sharing of information on a group level, and not on a bilateral level. Also, two partners suggest that feedback from target groups is good to be sought, in the sense of finetuning course development.

## 7. SYNTHESIS

In this section we provide a synthesis of data resulting from the teamwork and coordination survey. The aim was twofold: first to collect a current picture regarding internal management and team collaboration at the end of the 18month period of iPEN, and second to provide advice about improvements to carry out throughout the remaining 18 months of the project of the project (until September 2020).

The overall picture of team performance is good and effective. The team performs very well, resulting from the knowledge of time plan, responsibilities, general and specific objectives of the project, division of tasks and roles of each partner. In addition, the coordinator, Dr.Petridis, is sketched by the partners as a person with strong capacity to lead the team into reaching its objectives.

There is room for some improvements:

1. more frequent online meetings allowing the team to better communicate (equity of participation) and increase the sense of belonging in a team effort, the need to connect to target groups as an enabler of feedback on course development.
2. The attempt to gather feedback from target groups regarding courses under development
3. Some support to the management of financial issues.

It is clear that by the end of the 18month period the iPEN team performs effectively, according to the time and plan as scheduled, and coordinated by a person with clear leadership skills.

	Survey on team work and coordination at Month 18 (May 2019)  Deliverable ID: D.3.1.1	Page : 16 of 19
		Version : 1.0
		Date : 11/09/2019
		Status : Completed Confid : Restricted

## 8. ANNEX

Top of Form

---

The survey was available on

<https://docs.google.com/forms/d/e/1FAIpQLSfQy8iS1Rt36ImJypFfUUpXYbKkMteryTLQrXshzRmBr7S1ow/viewform> but currently not accepting replies. The offline version of the document figures below.

### **iPEN: understanding group processes and achievements at month 18 of the project**

Dear iPEN project partners,

this is a short evaluation form with regards to project coordination and leadership of the iPEN Erasmus+ project. It is conducted at Month 18 of the project (May 2019)

It has been prepared by the WP3 (Quality Assurance) leader, Katerina Zourou, with the aim of collecting data and improving any ill-defined areas. Your feedback is therefore invaluable.

All data provided will remain anonymous.

The form contains several sections, each addressing a dimension related to project coordination and leadership, namely: the distribution of tasks between partners • the work plan and timetable • partners' knowledge of the main goals and results being aimed at • the distribution of responsibilities among partners • the decision-making procedures • the methods of communication between partners and frequency of communication.

We ask you to kindly fill in all fields.

\* Required



Your data

Your name

(Your name will be not communicated)

Your institution \*

(Your institution will not be communicated)

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 17 of 19
		Version : 1.0
		Date : 11/09/2019
		Status : Completed Confid : Restricted

Decision-making procedures and project management

From your investment in the project so far (until October 2018) do you feel you are able to contribute to the project outcomes to some extent?

Is all relevant information available in due time?

Yes

Partially

No

Can you rate the overall quality of project coordination until now?

Not suitable

1

2

3

4

5

Very suitable

If you wish to make any comments regarding the project coordination please use the box below

Leadership

Can you rate the coordination qualities of Work Package 1 (Preparation)?

poor

1

2

3

4

5

very good

Distribution of tasks

Is the work plan and timetable clear for all partners?

Yes

Sometimes

No

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 18 of 19
		Version : 1.0
		Date : 11/09/2019
		Status : Completed Confid : Restricted

Are you, as partner, aware of the common project goals and the specific goals for your institution?

Yes

Not always

No

Are you, as partner, aware of your responsibilities?

Yes

I don't think so

No

Is there a clear and realistic description of the tasks of the project co-ordinator and each partner?

Yes

I don't think so

No

If you wish to make any comment regarding to the "Distribution of tasks" issues, please use the box below

Timetable and communication

There is a clear timetable with activities for each partner

A time schedule for communication between partners and for exchange of material is available. \*

The co-ordinator respects the deadlines

The frequency of internal communication is...

The means (email, platform, other types of communication) are

Other (means of communication) you would like to see?

Planning and coordination

Clear planning and management guidelines in the project plan

Poor

1

2

3

4

	<p>Survey on team work and coordination at Month 18 (May 2019)</p> <p>Deliverable ID: D.3.1.1</p>	Page : 19 of 19
		Version : 1.0
		Date : 11/09/2019
		Status : Completed Confid : Restricted

5

Very good

Equity of participation

Poor

1

2

3

4

5

Very good

Clarity of roles and responsibilities

Poor

1

2

3

4

5

Very good

Promotion of teamwork, sharing of experience and expertise \*

Poor

1

2

3

4

5

Very good

What is the coordinator's strongest point?

What is the coordinator's weakest point?

Please add an idea of how to make the iPEN projects' coordination better