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**Title:**  
iPEN: understanding group  
processes and achievements of  
the project at the end of year 3

**Version** : 1.0  
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**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.

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## CHANGE LOG

Vers.	Date	Author	Description
0.1	13.02.2021	Ania Skowron	Data analysis
0.2	18.02.2021	Katerina Zourou	Review #1
0.3	19.02.2021	Konstantinos Petridis	Review #2
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### 1. SCOPE

A quality assurance mechanism regarding teamwork and coordination has been in place as part of the work package Quality Assurance (WP3) 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.

The same survey has been launched in 2018 and 2019. A comparison of achievements throughout the three surveys will be made for the final report of the project.

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## 2. STRUCTURE OF THE ASSESSMENT MECHANISM

Among other assessment mechanisms (brainstorming session, individual interviews), we opted for an online survey which has been delivered as a Google form (see annex). Partners were identified by name, but their identity is kept secret as data has been anonymized by the author of this report. Full identity can be disclosed to EACEA upon request.

The assessment form contains 5 sections, each addressing a dimension related to project coordination and leadership, namely:

1. Decision-making procedures
2. Distribution of tasks between partners
3. Timetable and communication
4. Planning and coordination
5. Advantages and disadvantages of the coordinator

Each section is composed by specific questions whose replies are analyzed hereafter. A Synthesis (last part of this report) completes the analysis. For each question we offer raw data in the form of charts or tables accompanied by a short analysis produced by the author of this report. The approach of data analysis gives floor to divergent points of view in a constructive way and translates partners' comments into improvement actions (cf. Synthesis).

## 3. PROFILE OF RESPONDENTS

19 individuals replied to the questionnaire from each of the 14 partners of the iPEN consortium. Partners were asked to reply to the questionnaire with at least one representative of their institution. From some partner institutions we were able to gather more replies (Holon Institute of Technology: 6; Politecnico di Milano: 2; Sami Shamon College of Engineering: 2). This distribution is extremely positive, firstly because replies cover almost the full partnership (except for one partner), therefore representativeness is high. Secondly, because all respondents are different (we were able to check this through the names in each questionnaire- they were anonymized at reporting stage), as individuals from the same institution but with different backgrounds (scholars, administrative staff) were able to express their opinion on common issues.

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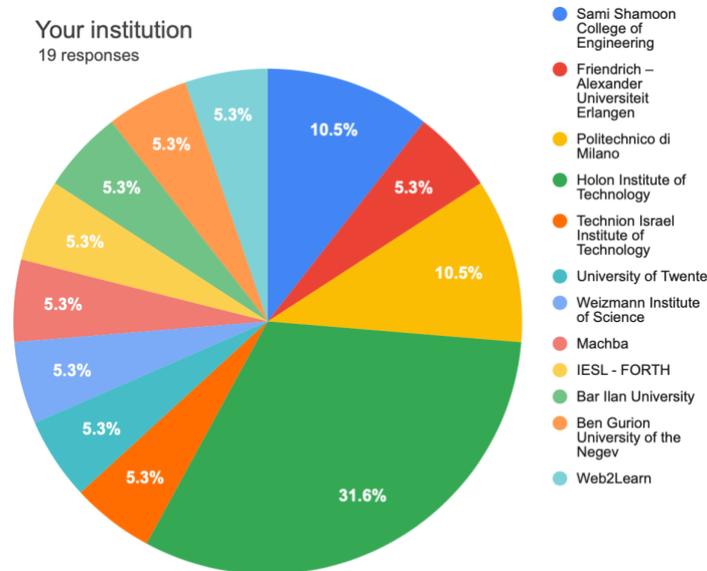


Figure 1: profile of respondents

## 4. ANALYSIS OF REPLIES

In this part of the report, we analyze replies to the survey section by section.

### 4.1. DECISION MAKING PROCEDURES AND PROJECT MANAGEMENT

This section corresponds to questions (Q) 3 to 6 and aims to give a general appreciation of team coordination and project management. It is the next sections that give a more detailed and nuanced picture of internal working processes of the project team.

Replies to this section show a very satisfactory image. Partners' understanding of their contribution to the project (Q3) receives a very high score. All but one respondent claim that they are able to contribute to the project outcomes at some extent. This element may be compared to Q10 ("are you aware of your responsibilities?") also receiving a top score (see section 4.3).

**Q3 From your investment to the project so far (October 2018) do you feel you are able to contribute to the project outcomes to same extent?**

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19 responses

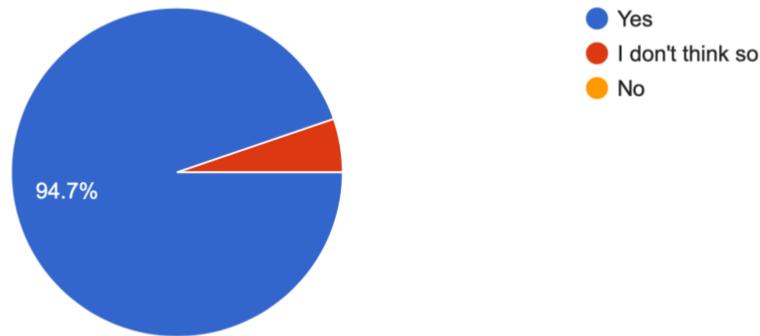


Figure 2: partners' investment

Partners also believe that almost all relevant information is available in due time (Q4).

**Q4 Is all relevant information available in due time?**

19 responses

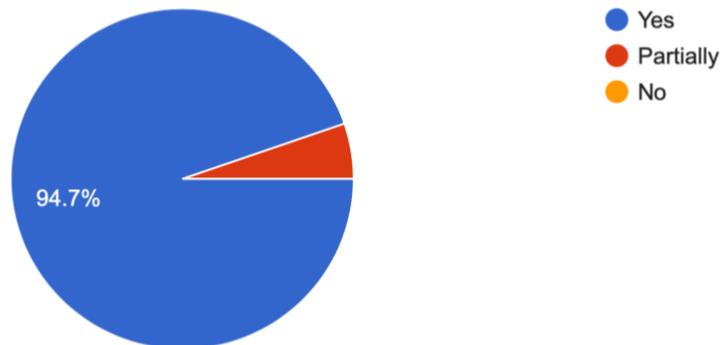


Figure 3: Availability of information

The overall quality of project management receives an outstanding score. In Q5, with 5/5 as maximum score, 4 respondents gave a 4/5 score, and 15 respondents gave a 5/5 score for project management. This is a rare and outstanding score for a partnership with the originality of a Programme - Partner countries cooperation as in iPEN, plus the complexity of managing a big consortium (14 partners) composed by various profiles of partners (HEIs and SMEs) and disciplines.

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### Q5 Can you rate the overall quality of project coordination until now?

19 responses

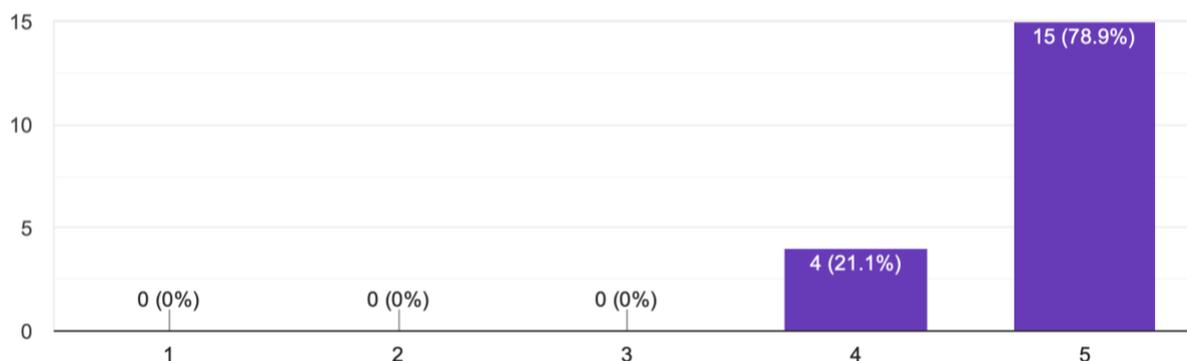


Figure 4: overall quality of project coordination

The most significant outcome of this first section of the survey is that all replies are (fully or partially) positive about project management and team coordination, and in some cases the team fully agrees on methods and procedures developed so far.

Partners were invited to express their opinions about project coordination in an open-ended question. All replies are provided below, without any interference of the author.

### Q6 If you wish to make any comment regarding to the project coordination please use the box below

- *The coordination is perfect*
- *Corona has severely impacted the possibilities for physical meetings but the online meetings work well*
- *No*

## 4.2. DISTRIBUTION OF TASKS

A positive majority reigns in the set of questions regarding the distribution of tasks. Partners have a very clear understanding of the work plan and the timetable Q7. This also echoes Q8 results, which is the degree of awareness of common project goals as well as the specific goals per institution.

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**Q7 Is the work plan and timetable clear for all partners?**

19 responses

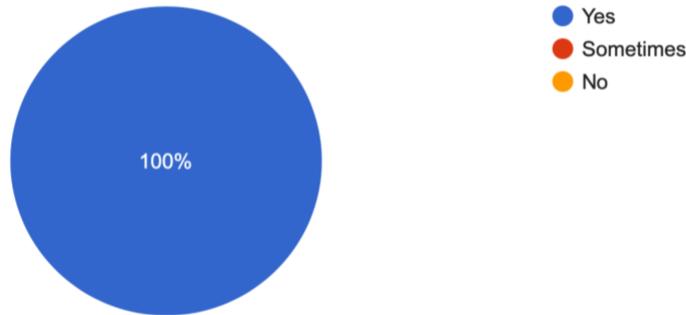


Figure 6: clarity of work plan and timetable

**Q8 Are you, as partner, aware of the common project goals and the specific goals for your institution?**

19 responses

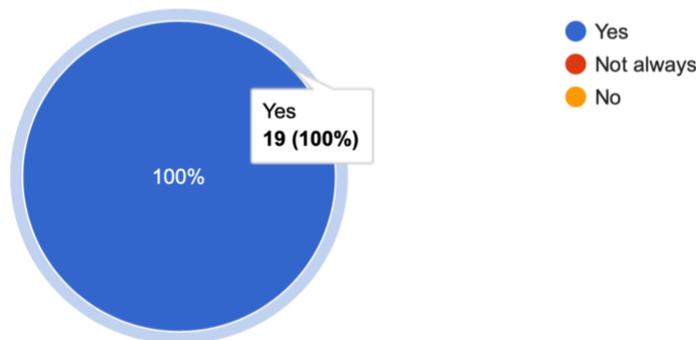


Figure 7: degree of awareness of shared project goals

This is a largely positive result, showing clear definition of scope, duties on the team level and on the partner level. It is very optimistic that respondents from different countries, backgrounds and degree of contribution largely converge in their replies. There is a high level of confidence among respondents.

A very similar result is conveyed in Q9 (degree of awareness of responsibilities) and Q10 (existence of a clear and realistic description of task of both the coordinator and each partner).

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Partners seem to be fully aware of their tasks, they consider that the coordinator communicates clearly his tasks, and that partners know well what is expected from them and when.

**Q9 Are you as partner aware of your responsibilities?**

19 responses

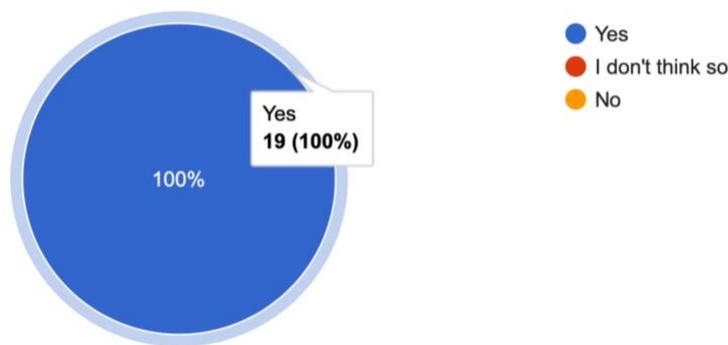


Figure 8: degree of awareness of partners' responsibilities

**Q10 Is there a clear and realistic description of the tasks of the project coordinator and each partner?**

19 responses

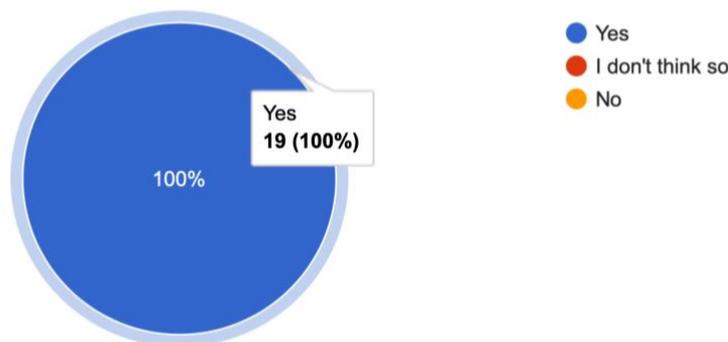


Figure 9: clarity of tasks for partners and for the project coordinator

Regarding division of tasks, partners were able to reply to an open-ended question and all replies are shown below.

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**Q11 If you wish to make any comment regarding to the "Division of tasks" issues, please use the box below**

- *The distribution of tasks is optimal*
- *Tasks have been thoroughly discussed and stated clearly*
- *I don't feel that we need this tool of communication.*

### 4.3. TIMETABLE AND COORDINATION

Overall the survey respondents answer very positively on the issue of timetable and coordination. All respondents (19 persons) believe that the timetable with the activities divided by each partner is clear, while only 3 respondents claim this is not always the case (Q12).

**Q12 Is there a clear timetable with activities for each partner?**

19 responses

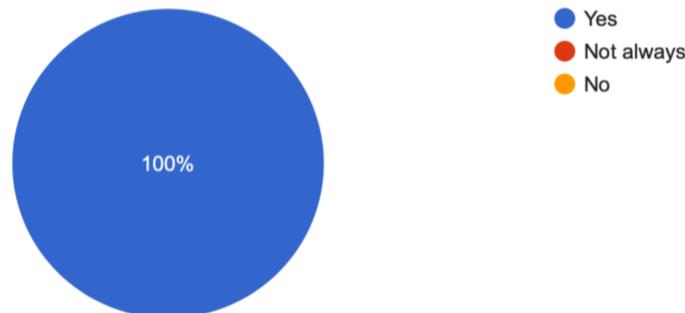


Figure 10: existence of clear timetable with activities per partner

Q13 echoes this picture, where the time schedule for communication between partners and for exchange of materials is available for 14 respondents, but "not always" for five of them and a negative answer from one respondent.

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**Q13 A time schedule for communication between partners and for exchange of material is available.**

19 responses

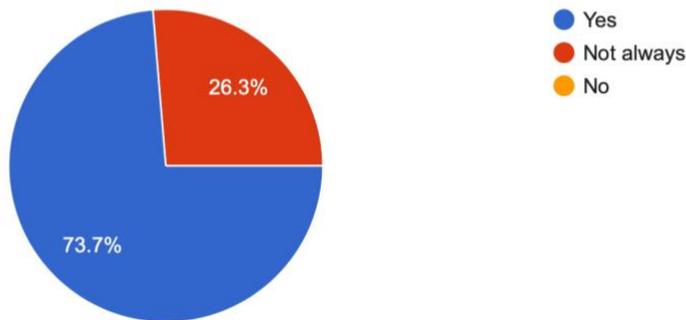


Figure 11: existence of a time schedule

As for meeting deadlines by the coordinator himself, partners believe so totally.

**Q14 The coordinator respects the deadlines**

19 responses

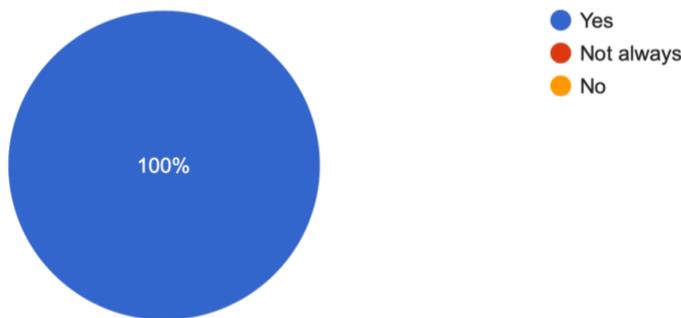


Figure 12: respect of deadlines by the coordinator

When it comes to communication means and methods, almost all partners agree that the frequency of internal communication (Q15) is suitable (18 respondents) or too low (1 respondent).

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**Q16 The frequency of internal communication is...**

19 responses

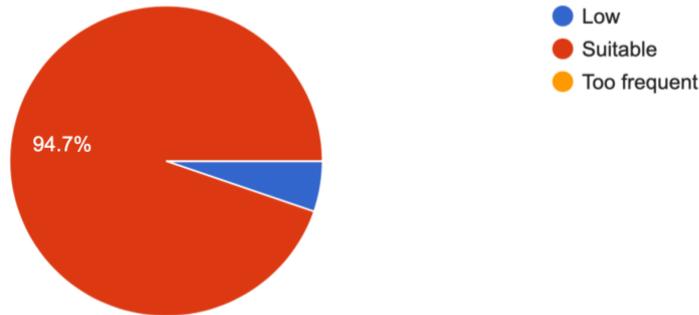


Figure 13: frequency of internal communication

All partners find means of communication appropriate (Q16), one respondent replied “Other” [means of communication possible], and he/she filled in the open-ended question Q17 below.

**Q16 The means (email, platform, other types of communication) are**

18 responses



Figure 14: appropriateness of communication means

**Q17: other (means of communication) you would like to see?**

- Online meeting- zoom

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#### 4.4. PLANNING AND COORDINATION

This section corresponds to Q18 to Q21 of the survey. Planning and coordination seen as a coordinator’s task receive very high scores, as the following charts demonstrate. For Q18, project members believe that there is a clear planning and management guidelines. 16 respondents give a 5/5 score and 3 respondents a 4/5 score, both very high in this question.

##### Q18 Clear planning and management guidelines in the project plan

19 responses

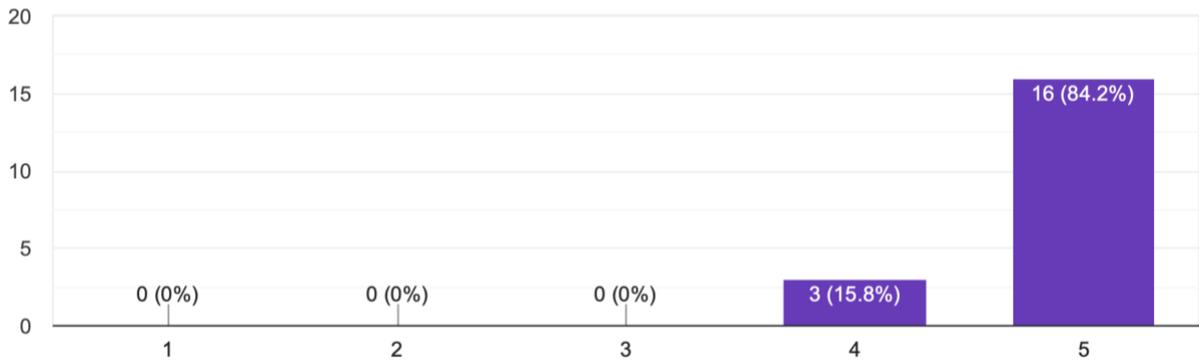


Figure 15: clear planning and management guidelines

Equity of participation (Q19) is also highly valued in the project, with 11 respondents giving a 5/5 score, and 5 respondents a 4/5 score, two participants a 3/5 score. The strict majority thus believes that partners contribute equally.

##### Q19 Equality of participation

18 responses

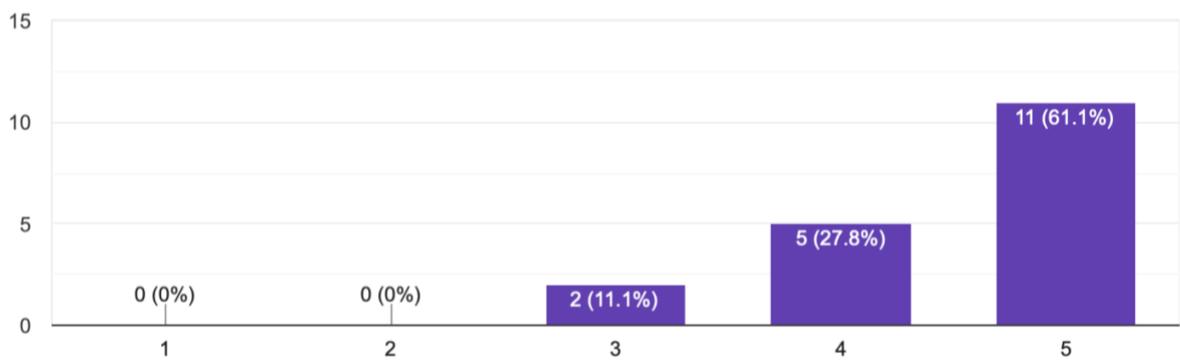


Figure 16: equality of participation

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Partners believe, as in section Distribution of tasks, that roles and responsibilities are well defined (15 respondents giving a 5/5 score, 4 respondents a 4/5 score).

**Q20 Clarity of roles and responsibilities**

19 responses

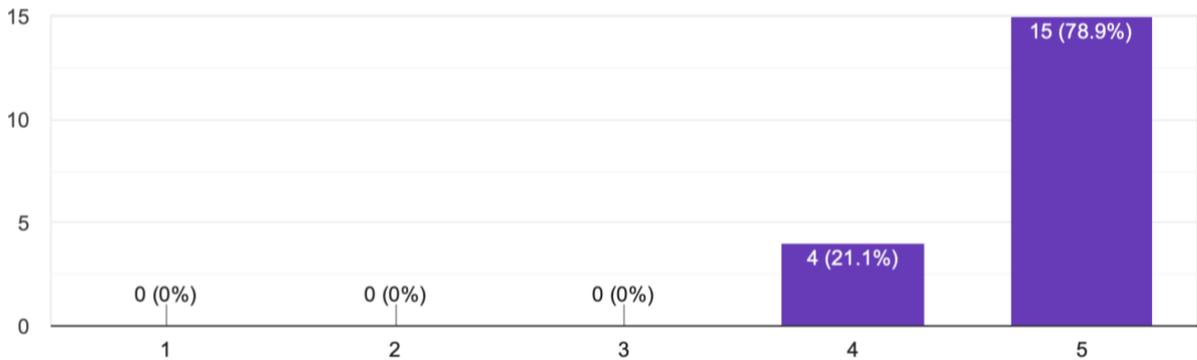


Figure 17: clarity of roles and responsibilities

As for the collaborative effort of sharing knowledge and expertise, project members largely believe that teamwork is promoted effectively (9 persons give 5/5 points, 8 give 4/5 points and 2 respondents give 3/5 points).

**Q21 Promotion of teamwork, sharing of experience and expertise**

19 responses

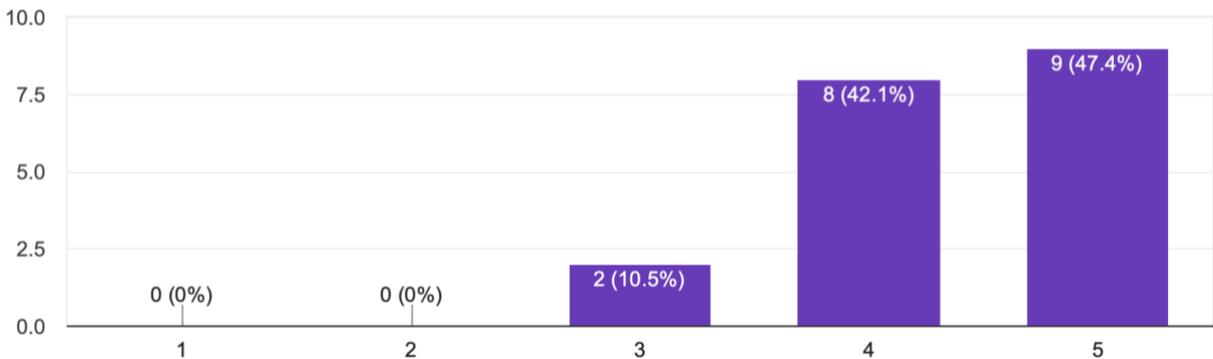


Figure 18: Promotion of teamwork, sharing of experience and expertise

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#### 4.5. ADVANTAGES AND DISADVANTAGES OF THE PROJECT COORDINATOR

Partners were asked to give their appreciation of the strongest and weakest point of the coordinator. All data are available to EACEA upon request and, by precaution, the identity of respondents has been removed for the principle of anonymity.

Regarding the coordinator's strongest points, firstly one can mention his high sense of responsibility ("responsible, and very energetic", "Very responsible and gives self-example to other partners"). Secondly, it is clear that the majority of respondents consider Dr. Petridis as a talented and skillful project manager ("amazing coordinator", "good control of the project's situation). Thirdly, Dr. Petridis is valued for his communicative competence ("Very good communication and clear requests", "He is in touch with all the partners and constantly updates", "Update and shearing information with the parents").

##### Q22 What is the coordinator's strongest point?

- *Pleasant to work with, responsible, and very energetic.*
- *Flexibile however very consequent organisation of the project*
- *enthusiasm and competence*
- *Very good communication and clear requests*
- *Enthusiasm and energy*
- *Amazing coordinator*
- *Very responsible and gives self-example to other partners.*
- *Update and shearing information with the parents. deadlines for the team to achieve the project goals.*
- *Close personal contacts and acquaintance with all partners; Professional expertise complimnerted with charisma and ability to mobilise collaboration*
- *He is in touch with all the partners and constantly updates*
- *Knows how to reach people and activate them*
- *Good control of the project's situation*
- *Willingness to see change*

Regarding Dr. Petridis' weakest points, it is worth mentioning that several respondents find no weak point at all ("none", 5 occurrences, or "I am not sure", "I do not know"). Among the 9 respondents, almost over 50% of respondents do not see any weak point at all. All replies are provided below, without any interference of the author.

##### Q23 What is the coordinator's weakest point?

- *Does not exist*
- *Nothing specific to the task*

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- *n/a*
- *No weak points*
- *OVER LOAD!!!*
- *Too good for partners takes on the commitment of others*
- *none*
- *A demanding plan, with too many activities that go well beyond the agreed set of activities (in the project proposal)*

Partners were asked for advice on how the project coordination can be improved. Replies are useful in the sense that partners give positive indications on how this can be realized. As in the question above, several persons consider that there should be no change whatsoever (“Better is not necessary”, “coordination is not an issue”, “we have very good coordination”). This is highly positive considering that all partners are experienced team members with previous experiences in trans-national cooperation projects, and they consider project coordination outstanding. Partners express a wish for more regular online face-2-face meetings.

**Q24: please add an idea on how to make the iPEN project coordination better**

- *Better is not necessary*
- *coordination is not an issue*
- *More face-to-face meetings with students participation*
- *Until the end of the project to have monthly meeting..*
- *Now that the online option has been introduced - it should continue alongside with the face-to-face meetings (when resumed...) to enable members who cannot attend physically to take part and be involved in (relevant) discussions and training. It is not the same reading notes from the minutes...*
- *we have very good coordination*

Due to the current situation, the final question focused on partners’ opinions on the way the project manager handled the coronavirus pandemic for the iPEN partnership. All partners categorised the way the project manager handled the coronavirus pandemic only under very positive or positive categories.

**Q25 How do you qualify the way the project manager handled the coronavirus pandemic for the iPEN partnership?**

- *Very good, he did his best in the current situation.*
- *The project manager works in these conditions optimal*
- *Quite good*

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- *Very well.*
- *Perfect*
- *They use the pandemic as a lever for dissemination*
- *Perfect :-)*
- *To the best of my knowledge - with quick adaptation to the challenges created by the pandemic*
- *very good*
- *Keeps us alive and connected*
- *excellent*
- *Excellent way. Several online events organised to tackle the pandemic.*

## 5. SYNTHESIS

The overall picture of team performance is extremely positive. Having to deal with 14 partners in a short term project, from several EU and non-EU countries, and from different disciplines, it is reasonable to claim that that the team performs extremely well, on task and on time. The project coordinator carries out an outstanding task through the very positive assessment from team members. There is room for improvement, and the recommendations that follow go into this direction.

Recommendations for further action at teamwork and coordination level.

- More involvement from partners and less from the project coordinator.
- Regular online meetings for updates.

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## 6. ANNEX<sup>1</sup>

### iPEN: understanding group processes and achievements of the project at the end of year 3

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 the end of year 3 (December 2020).  
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

1. Your name (Your name will be not communicated)
2. Your institution \* (Your institution will not be communicated)

*Mark only one oval.*

Technological Educational Institute of Crete

Politecnico di Milano

University of Twente

Friendrich – Alexander Universiteit Erlangen

IESL - FORTH

Web2Learn

Bar Ilan University

Weizmann Institute of Science

<sup>1</sup> (online form available at <https://forms.gle/mD5DYtYjnnrNKTqy5>)

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Sami Shamoon College of Engineering  
Holon Institute of Technology  
Machba

Ben Gurion University of the Negev  
Technion Israel Institute of Technology

Decision-making procedures and project management

3. From your investment in the project so far (until December 2020) do you feel you are able to contribute to the project outcomes to some extent?

*Mark only one oval.*

Yes

I don't think so

No

4. Is all relevant information available in due time?

*Mark only one oval.*

Yes

Partially

No

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

*Mark only one oval.*

1 Not suitable

2

3

4

5 Very suitable

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

Distribution of tasks

7. Is the work plan and timetable clear for all partners?

*Mark only one oval.*

Yes

Sometimes

No

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

*Mark only one oval.*

Yes

Not always

No

9. Are you, as partner, aware of your responsibilities?

*Mark only one oval.*

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Yes

I don't think so

No

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

*Mark only one oval.*

Yes

I don't think so

No

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

Timetable and communication

12. There is a clear timetable with activities for each partner

*Mark only one oval.*

Yes

Not always

No

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

*Mark only one oval.*

Yes

Not always

No

14. The co-ordinator respects the deadlines

*Mark only one oval.*

Yes

Not always

No

15. The frequency of internal communication is...

*Mark only one oval.*

Low

Suitable

Too frequent

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

*Mark only one oval.*

Not appropriate

appropriate

Would like to see other ones such as (fill in the "Other" box)

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

Planning and coordination

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18. Clear planning and management guidelines in the project plan

*Mark only one oval.*

1 Poor

2

3

4

5 Very good

19. Equity of participation

*Mark only one oval.*

1 Poor

2

3

4

5 Very good

20. Clarity of roles and responsibilities

*Mark only one oval.*

1 Poor

2

3

4

5 Very good

21. Promotion of teamwork, sharing of experience and expertise \*

*Mark only one oval.*

1 Poor

2

3

4

5 Very good

22. What is the coordinator's strongest point?

23. What is the coordinator's weakest point?

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

25. How do you qualify the way the project manager handled the coronavirus pandemic for the iPEN partnership?