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*Project manager*

**CEA**

## The Energy-Oriented Center of Excellence

*CASTIEL2 Do's and Don't's – Experiences from EoCoE-II*

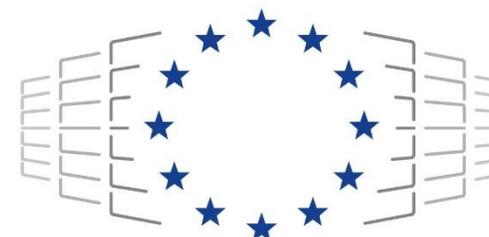
*Or*

*“How to piss off your project officer and live to tell about it”*



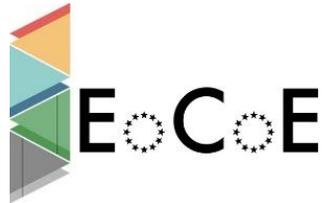
**Co-funded by  
the European Union**

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**EuroHPC**  
Joint Undertaking

# The context



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Joint event @

25-29 OCTOBER 2021  
**EU SUSTAINABLE ENERGY WEEK**  
TOWARDS 2030: RESHAPING  
THE EUROPEAN ENERGY SYSTEM

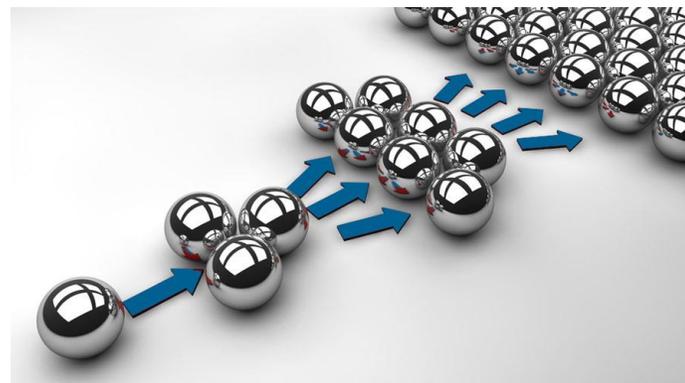


#EUSEW2021



Topic: “HPC and Big Data as key enablers of the Clean Energy Transition”

Problem: how do we maximize the impact?



Solution: involve the DGs!

# Theory VS Reality

**Theory:** Follow the protocol. It's bound to work, isn't it?



**Reality:** no answer whatsoever. Then, evasive answers.

→ Event in jeopardy

Calendrier 2021

|     | JANVIER | FEBVIER | MARS | AVRIL | MAI | JUN | JUILLET | AOÛT | SEPTEMBRE | OCTOBRE | NOVEMBRE | DECEMBRE |
|-----|---------|---------|------|-------|-----|-----|---------|------|-----------|---------|----------|----------|
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Time to panic...

Decision: go over our project officer's head.

# Consequences...



Head of unit intervenes



**EU SUSTAINABLE ENERGY WEEK**

25-29 OCTOBER 2021  
TOWARDS 2030: RESHAPING  
THE EUROPEAN ENERGY SYSTEM



#EUSEW2021

The event is a success!

But...

Project officer is angry and lets us hear about it



We go through the whole communication process.  
Show our good faith.



The situation is resolved.

# What we learned – Do's

## **Define everyone's roles**

- If you are going to involve institutional actors, make sure the topic matches their field. Engage the institution on topics of interest to them.
- Map your goals and define your needs. You are reaching out to them for specific things, not asking for a general advice.

## **Ensure you maintain the correct distance with the institution**

- Keep your PO in the loop, but at arm's length.
- Follow protocol. Always follow protocol.
- Map your contact points. Find the right interlocutor, including amongst high-ranking people.
- Be patient. Institutions are slow-moving structures.

## **Track your communications**

- Start early so you are not the one responsible for any rush.
- Use global mailing addresses whenever you can, on top of the individual addresses
- Save your mails so you can retrace the whole process

# What we learned – Don't's & Dares

## **Don't rush, and don't be hasty!**

- Don't wait before you put your PO in the loop!
- Don't rush into calling the higher-ups
- Don't dispense of EU etiquette.

## **Dares - When can I go over someone's head?**

- Make sure you have exhausted other options
- Make sure you can justify doing it
- Be aware that there will be some blowback! Prepare for it.

**Bend the rules, do not break them!**

# Thank you!

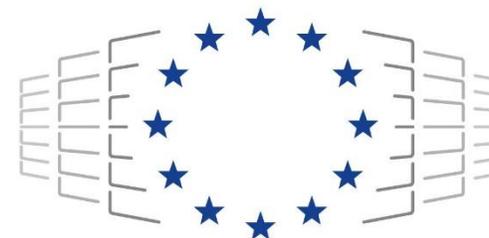


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