



European
Commission



Study Case

Roll-out of PM² within DG XX

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Artefacts Templates and Guidelines

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DG XX
Unit ZZ

Project Initiation Request

Improvement of PM practice within DG XX, Unit ZZ

Date: 18/01/201X
Doc. Version: 1.0



PM² Template v2.1.0 (Oct. 2013)

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Name	Role	Action	Date
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- Clarification

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Project Title:	Improvement of PM practice within DG XX, Unit ZZ		
Initiator:	Mr X	DG / Unit:	XX / ZZ
Project Owner (PO):	Head of Unit ZZ	Date of Request:	11 January 201X
Solution Provider (SP):	Head of Unit DIGIT 01	Approving Authority:	Project Owner
Estimated Effort (MDs):	130 MDs	Target Delivery Date:	11 July 201X
Type of Delivery:	<input checked="" type="checkbox"/> In-house <input type="checkbox"/> Outsourced <input type="checkbox"/> Mix <input type="checkbox"/> Not-known		
Context/ Situation (Business Need/ Problem / Opportunity)			
<p>Business need: there is a need to improve the quality of project outputs, the effectiveness and efficiency of project work and project management processes within Unit ZZ, as well as between the Unit and contractors. Additionally, Senior Management demands improved projects monitoring and reporting in order to make more informed and rational decisions on investments.</p> <p>Problem: ad-hoc approaches for managing several projects within the Unit cause miscommunication, lack of stakeholder engagement, inefficiencies, duplication of work, and poor planning and control of project work within the Unit as well as with contractors. This (often) leads to frustration, cost and schedule overruns, low quality of deliverables, increased risk of project failure, unsatisfied stakeholders/users and disputes with contractors.</p> <p>Opportunity: there are several Project Management Methodologies available on the market and internally, in the European Commission.</p>			
Legal Basis			
This project is in-line with the DG's policy that encourages project improvement in all Units.			
Outcomes (high level)			
<p>The outcomes that can be expected from this project are:</p> <ul style="list-style-type: none"> • Increased project productivity (do more with same amount of resources); • Improved quality of project outputs (less non-conformities resulting from quality assurance); • Increased successful projects within Unit, by improved monitoring, control and reporting on projects; • Improved control of outsourcing activities and increased quality of contractors' deliverables. 			
Impact (high level)			
<p>Unit-wide adoption of a project management method based on best practices will significantly impact on:</p> <ul style="list-style-type: none"> • The Unit's processes, roles and interfaces with other Units' processes; • DG's Quality Management System roles, processes and artefacts; • Contractors' procedures and outputs; • Governance processes and artefacts; • Communication documents (posters, leaflets, ...) related to project management; • The location and archive of projects (central repository). 			
Success Criteria			
<ul style="list-style-type: none"> • Achieve 90% awareness of project management methodology within the Unit (through training and awareness sessions). • All new projects started applying the project management method and templates are tailored to the project size and type. 			
Assumptions (high level)			
<ul style="list-style-type: none"> • Buy-in from Unit and DG Senior Management (recognition of the need for a project management methodology). 			

<ul style="list-style-type: none"> • Sufficient coaching, support and training will be available within the Unit or from other Units or DGs, or can be recruited, allowing for a smooth implementation. • A Project Management Information System (PMIS) is currently NOT available or centrally supported. • The project will receive appropriate resources (financial and Human Resources).
Constraints (high level)
<ul style="list-style-type: none"> • Limited availability of the Unit staff and Senior Management. • The methodology must be delivered until the end of the year (31st December 201X). • Projects within the Unit should not be substantially impacted on project schedule, in result of the new methodology. • Extensive tailoring of the chosen project management methodology is only foreseen for exceptional situations.
Risks (high level)
<ul style="list-style-type: none"> • Resistance to change that will result on Project Managers not following the methodology. • The chosen methodology does not satisfy 100% the Unit's needs and therefore major tailoring is needed, impacting the delivery date. • Delay of some projects within Unit, during implementation. • Lack of budget available caused by delays in yearly budget approval and unavailability of resources with the necessary skills. These will limit project progress.

DG XX
Unit ZZ

Business Case

Roll-out of PM² within DG XX, Unit ZZ

Date: 31/01/201X
Doc. Version: 1.0



PM² Template v2.1.0 (Oct. 2013)

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Mr Y	Project Owner	Approved	31/01/201X

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1 PROJECT INITIATION REQUEST INFORMATION

Project Title:	Improvement of PM practice within DG XX, Unit ZZ		
Initiator:	Mr X	DG / Unit:	XX / ZZ
Date of Request:	11 January 201X	Target Delivery Date:	11 July 201X
Type of Delivery:	<input checked="" type="checkbox"/> In-house <input type="checkbox"/> Outsourced <input type="checkbox"/> Mix <input type="checkbox"/> Not-known		

2 CONTEXT

2.1 Situation Description and Urgency

Ad-hoc approaches for managing several projects within the Unit cause miscommunication, lack of stakeholder engagement, inefficiencies, duplication of work, poor planning and controlling of project work within the Unit, as well as with contractors. This (often) leads to frustration, cost and schedule overruns, low quality of deliverables, increased risk of project failure, unsatisfied stakeholders/users and disputes with contractors.

Considering the current situation, there is a need to improve the quality of project outputs, the effectiveness and efficiency of project work and project management processes within the Unit, as well as between the Unit and contractors. Additionally, Senior Management demands improved projects monitoring and reporting in order to make more informed and rational decisions on investments.

An improved maturity of project management in the Unit will allow making better use of the available resources and budget and increase the quality of project outputs. As many projects have one or more outsourcing components, an improved management of contractors will have a substantial positive effect on the project cost and on the quality of contractor's deliverables.

Improving the Unit's project management practice is urgent because:

- A significant number of projects within the Unit failed, are substantially delayed or exceed the planned budgets;
- A new program is starting in the beginning of 201X+ 1 year and the budget is very tight for the expected number of projects;
- The transition of the ad-hoc approaches to a standard way of working will take several months and for the management of the new program is mandatory that the project management methodology is operational and well understood on the 1st of January 201X+ 1 year;
- This new program will oblige the consolidation and reporting of information to external entities and to other DGs, so a unique methodology will reduce the FTEs to perform the reporting process.

2.2 Situation Impact

2.2.1 Impact on Processes and the Organization

The current situation has an impact on the achievement of the Unit's objectives and on the image of Unit's services to other Units/DGs/External entities. Additionally, there is an inefficient use of resources (budget and Human Resources), which if managed in a more efficient way, they could be used to better cover other needs.

Process Category	Yes/No	Process Category	Yes/No
Statistics Management (Analyses, Databases, Statistics)		Legislation Lifecycle	
Case Management		Coordination	
Trans-European Services and Infrastructure Management		Program Management	
Structured Data Exchange Management (Star Systems)		Financial Management	
Crisis Management (Alert systems)		Procurement	
Grant Management	X	Document Management	
Communication and Dissemination (external)		Asset Management	
Communication and Dissemination (internal)		Audit	
Strategic Management		Human Resources	
IT			

Process Category ¹	Domain ²	Sub-domain ³	Macro Process ⁴	Process ⁵	Situation Impact Description	Impact to Process Owners and Users
Grant Management	Education and Culture	Cooperation Third Countries	Project and Financial Management	Project Management	There wasn't any documented process before. New process.	Significant
Grant Management	Education and Culture	Cooperation Third Countries	Project and Financial Management	Outsourcers monitoring	Addition or change of monitoring and control activities. New artefacts or change the existent ones.	Moderate
Grant Management	Education and Culture	Cooperation Third Countries	Reporting	Progress and Financial reporting	Addition / renaming few fields on existent reports.	Minor

¹ **Process Category** - The EC processes are classified in 18 process categories as follows: Asset Management, Audit, Communication & Dissemination, Coordination, Document Management, Financial Management, Grant Management, Human Resources, IT, Legislation Lifecycle, Statistics Management (Analyses, Databases, Statistics), Case Management, Trans-European Services and Infrastructure Management, Structured Data Exchange Management (Star Systems), Crisis Management (Alert systems), Procurement, Program Management, Strategic Planning

² **Domain** - The domain is the cutting of the highest level of activities of the Commission. A DG has only a few areas of activities, sometimes only one. In some cases, a domain is shared by several DGs, and even by all DGs

³ **Sub-Domain** - A Sub-Domain is a subset of areas of activities that meets a set of common objectives and constraints

⁴ **Macro-process** - A macro-process is a set of processes related to a sub-domain. It corresponds to a grouping of activities according to a common business logic. Sometimes the consolidation process corresponds to the sequential execution of many processes

⁵ **Process** - The CEAF defines a process as an organised and repetitive sequence of actions involving resources which aims at producing a result to satisfy a client's need

2.2.2 Impact on Stakeholders and Users

The current situation impacts Head of Sectors, Business Managers, Project Managers and Project Core Team members:

- Head of Sectors find it hard to collect information for reporting and the current Unit's performance is below objectives;
- Project Managers and Project Core Team members deliver too late and/or above project budget, and/or with poor quality;
- Business Managers cannot get the expected results from the outsourced projects.

2.3 Interrelations and Interdependencies

The current situation will negatively affect the annual budget allocation and approval, in result of the poor performance of Unit's projects.

Regarding the interdependencies of this project, the most relevant ones are described below:

- Projects that are dealing with teams from different Units need to share the same project management approach;
- For projects with one or more outsourced component, the ad-hoc project management approaches are not fully compliant with the Procurement processes and requirements;
- Projects are not following DG's governance process;
- The Internal Audit Services identified non conformities in the last audit, stating that the use of ad-hoc project management approaches could lead to situations of fraud in the granting process;
- The Project Management Office of the DG is demanding the use of a standard methodology, in order to be able to monitor and control projects from Unit ZZ.

3 EXPECTED OUTCOMES

The expected outcomes of this project are:

- Increased project productivity (do more with same amount of resources);
- Improved quality of projects' outputs (less non-conformities resulting from projects' quality assurance);
- Improved project stakeholder engagement and satisfaction (involvement of requestor side throughout the project);
- Increased successful projects within the Unit, by improved monitoring, control and reporting on projects;
- Maximization of investments value by better visibility of project needs, benefits, impact, synergies, costs and risks by the Senior Management;
- Improved control of outsourcing activities and increased quality of contractors' deliverables.

4 POSSIBLE ALTERNATIVES

4.1 Alternative A: Do nothing

General Description

No change to the existing situation.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> Does not impact the current way of working. No effort and Management attention is needed for this project. No project costs involved. 	<ul style="list-style-type: none"> The Unit will continue with the current way of project management which is less efficient and less effective than required. More operations / maintenance costs.
Opportunities	Threats
<ul style="list-style-type: none"> None. 	<ul style="list-style-type: none"> Continuation of the current way of working may force the Unit to outsource an increasing number of projects to contractors and incur in additional costs, without being able to monitor and control them. Existence of fraud situations throughout the granting process. Reputational impact, in result of the poor management of the new program.

Qualitative Assessment

Given the current poor performance of Unit's projects and the objectives agreed for the program beginning in 201X + 1 year, this is not a viable alternative.

4.2 Alternative B: Implement an international standard as PRINCE2 or PMI/PMBok

General Description

Both PRINCE2 and PMI/PMBok are internationally established and widely used standards for professional project management. One of the advantages is that training courses and literature are widely available on the market. In addition, certified Project Managers in PRINCE2 or PMI-PMBok can be easily recruited. However, in the European Commission (EC), the introduction of these standards requires significant investment in tailoring, with respect to the type of projects and the DG's project governance model.

SWOT analysis:

Strengths	Weaknesses
<ul style="list-style-type: none"> Comply with well-established and globally recognised Project Management methods and standards. Experienced consultancy supporting the implementation is easy to get inside and outside the EC. 	<ul style="list-style-type: none"> These frameworks are not aligned with the specificities of the EC, so significant tailoring is needed. Considering the short deadline, this tailoring will not be possible. Current budget may be insufficient to cover all costs. Request up-front investment and lower return on long term, in result of dependency from external entities (for new releases,...).
Opportunities	Threats
<ul style="list-style-type: none"> Several available training courses and material are available on the market. 	<ul style="list-style-type: none"> Other Units may implement a different approach from the selected Project

<ul style="list-style-type: none"> • Easy recruitment of certified staff from or outside the EC. • Easier compliance of contractors with this PM methodology 	<p>Management standard. In result, projects covering different Units will have difficulty on communication / coordination. This situation will create inefficiencies.</p>
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Qualitative Assessment

This alternative is not viable given the schedule and budget constraint. Also, the alignment with other Units would be a major (long term) problem.

4.3 Alternative C: Limited introduction of PM² in the Unit

General Description

PM² is a Project Management Methodology developed and centrally supported by the European Commission (EC) with a full training and certification programme available to all EC staff. Unit-wide adoption of the PM² best practices will significantly increase the maturity of project management within the Unit and address many of the problems mentioned earlier. It will also provide a clearer connection of project work performed to Unit/Business Domain/DG/EC strategic objectives and offer better visibility to project progress and overall strategy implementation.

A limited introduction of PM² in the Unit would include these activities:

- Selected Project Managers are trained to the level of PM² essentials;
- Documentation of the new way of managing project activities within Unit;
- Limited support from DIGIT 01 PM² experts.

SWOT analysis:

Strengths	Weaknesses
<ul style="list-style-type: none"> • PM² is a methodology already tailored to the EC environment. • The Unit will comply with EC specific Project Management methods and standards. • Costs can be covered by the available budget. • Transition will not pose a great problem. 	<ul style="list-style-type: none"> • Recruitment of certified staff outside the EC will be difficult. • Limited support from DIGIT 01 PM² experts will impact the skills available on the Project Core Team and will require additional learning effort from this team.
Opportunities	Threats
<ul style="list-style-type: none"> • Availability of DIGIT 01 courses, training material and support. • Alignment with other Units and DGs that have decided to implement PM². 	<ul style="list-style-type: none"> • Other Units may not select PM². The probability of this situation is very low. • Due to the limited nature of this option, the introduction of PM² might slow down implementation and impact the planned deadline.

Qualitative Assessment

This alternative is viable. However there is a risk that the limited approach will impact the delivery day. Additionally, the project's outcomes may not be achieved on the long run because limited training approach can be insufficient to get a foothold that establishes the change.

4.4 Alternative D: Adoption of PM² in the Unit

General Description

Extended introduction of PM² in the Unit will include these activities:

- Training:
 - All Project Managers and Project Core Team members will be trained to the level of PM² essentials;

- Selected Project Managers will be trained to the level of PM² Practitioner;
- Business Managers will be trained through the PM² for Business Managers path;
- Head of Sectors will be trained through the PM² for Management path.
- Documentation of the new way of managing project activities within Unit;
- Review of the roles and responsibilities within the Unit;
- Definition of a change roadmap and implementation of these activities such as awareness sessions, workshops and communication leaflets and posters.
- Selection of a pilot project and follow-up of the entire lifecycle of the project;
- Creation of a temporary (or permanent) Project Support Team to offer first level support to project teams;
- Tailoring of the project management artefacts for monitoring Unit's contractors and reporting to external entities.
- Extensive support from DIGIT 01 PM² experts as and when requested.

SWOT analysis:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Standard way of managing projects within the Unit. • PM² is a methodology already tailored to the EC environment. • The Unit will comply with EC specific Project Management methods and standards. • Easier consolidation of information by Management and by the Project Management Office. • Compliance with Internal Audit Services Recommendations. • Training combined with the implementation of a change roadmap will increase the probability of an effective PM² implementation. • Costs can be covered by the available budget. • Extensive support from DIGIT 01 PM² experts will enable on-job training and decrease the learning period. 	<ul style="list-style-type: none"> • Will require additional effort from Unit's staff at the beginning, in result of training attendances and transition to the new methodology.
Opportunities	Threats
<ul style="list-style-type: none"> • The adoption of the PM² project management methodology allows the Unit to align with other Units and DGs. • The adoption of PM² may inspire other Units within the DG to use PM². In fact, there is the opportunity to turn PM² the project management methodology for DG XX. 	<ul style="list-style-type: none"> • Resistance to change may impact the delivery of the methodology by the end of 20XX and impacting the beginning of the new program. • Other Units may not select PM². The probability of this situation is very low.

Qualitative Assessment

This alternative is viable, within the budget and has greater outcomes. Moreover, it is very likely that other DGs and Units will follow the same approach. This solution is the one that guarantees a well-established EC wide adoption.

In **conclusion**, based on the above SWOT analysis, the recommended solution is to adopt and implement PM² in the Unit (Alternative D). An EC project management methodology is better aligned with the Unit's business practice and way of working.

Alternative C, a limited introduction of the PM² methodology is not selected, because of its incomplete approach, as just training people does not result in the required organisational change and desired effectiveness gains.

5 SOLUTION DESCRIPTION

5.1 Legal Basis

This project is in-line with the CTI decision of January 2011 (PM² is the recommended project management methodology for all IT projects) and with the DG's policy that encourages project improvement in all Units.

The new program that will be supported by the PM² methodology fall under COM(200X) XX "Communication from the Commission to the European Parliament and the Council on the XXX".

5.2 Benefits

This project will support the achievement of the objectives of the Unit, by increasing the maturity of project management within the Unit. Most of the benefits are obtained on medium and long term and can be only correctly measured after project closure.

The estimation of the benefits comprises no need of further resources to manage the new program, reduction of the costs on outsourced contracts and ability to cover more projects within the budget and to achieve more outcomes.

The main expected benefits are measured as following:

- Improved alignment of project with Unit/Business Domain/DG/EC strategic objectives (maximization of investments value):
 - 90% of the new projects within the Unit are regularly monitored (DG XX project portfolio dashboard) by Senior Management in the Management Meetings.
- More successful projects delivering on time within budget and improved quality of project deliverables and increased project productivity allowing the Unit to achieve more with the same resources and budgets:
 - 20% increase in successful completion of projects (measured 1st of January 201X+ 2 years for projects completed during 201X + 1 year).
 - All non-conformities identified by the Internal Audit Services from last audit are addressed by the new methodology.
- Projects are following DG's governance process and being monitoring and controlled by the Project Management Office of the DG:
 - All new projects within the Unit (started from the 1st of January 201X + 1 year) are evaluated by the DG's Governance Bodies for approval.
 - DG's Project Management Office are monitoring and controlling all new projects within Unit (started from the 1st of January 201X + 1 year) and running projects with remaining duration >3 months.
- Improved contractor's performance:
 - 20% increase in successful completion of outsourced projects (measured 1st of January 201X+ 2 years for projects completed during 201X + 1 year).
- Improved image of Unit and DG:
 - 50% decrease of complains from other Units/DGs/externals entities (measured 1st of January 201X+ 2 years, counting all complains during 201X – 1 year vs 201X + 1 year).

Note: the baseline for measuring the benefits is the set of projects completed during 201X – 1.

5.3 Success Criteria

- Core set of project management templates are used by 90% of the projects within the Unit (measured at the end of the project).
- All projects are archived in the Project Repository.
- The Project Support Team is timely supporting all the staff requests (requests replied in 2 working days maximum).

- The Unit ZZ Wiki is available 90% of the time and the templates available are up to date.
- Project management templates (i.e. Business Case, Project Charter, Project Progress Report and Project-End Report) are approved by the DG XX Governance Bodies.
- All existing procedures and templates for contractors are reviewed, updated and agreed with the DG's Procurement Unit.
- 90% of Project Managers and 50% of staff involved in projects are trained.
- 70% of the Project Managers are project management certified.

5.4 Scope

Rolling-out of the Project Management Methodology (PM²) in the Unit for all new and running projects, including training staff involved in projects and creation of a project management governance structure and tools (i.e. Project Support Team, project repository and Unit ZZ Wiki).

OUT-of scope: implementation of a Project Management Information System to support the PM² methodology. This can be foreseen in a next phase, but not included in the scope of this project. Also, the support to the DG XX Project Management Office and to other Units on the PM² methodology is not covered by this project.

5.5 Solution Impact

The roll-out of the project management methodology (PM²) within the Unit will impact on:

- Business processes and artefacts:
 - The Unit's processes, roles and interfaces with other Units' processes;
 - DG's quality management system roles, processes and artefacts;
 - DG's governance processes and artefacts;
 - Communication documents (posters, leaflets, ...) related to project management;
 - The location and archive of projects (central repository).
- Contractors' procedures and outputs.
- Reporting to external entities.
- The way people are used to work, changing, adding or reducing roles and responsibilities. In fact, around 80% of the Unit's resources are involved in project and program management. These resources are including Officials (30%), Intra-muros (30%) and extra-muros / outsourced contracts (40%).
- The culture of Unit ZZ, in result of the implementation of new procedures, which creates a more formal environment.

The solution proposed will not have any impact on the IT landscape.

The solution of a standard project management methodology within the Unit will impact on the following processes:

Process	Solution Impact Description
Project Management	Significant impact: there wasn't any documented process before. New process.
Outsourcers monitoring	Moderate impact: addition or change of monitoring and control activities. New artefacts or change the existent ones.
Progress and Financial reporting	Minor impact: addition / renaming few fields on existent reports.

5.6 Deliverables

- **PM² methodology:** PM² processes, guidelines, artefacts and governance model tailored to DG needs, including artefacts for monitoring the outsourced projects and for reporting to external entities. Definition of the roadmap and procedures for all running and new projects and execution of a pilot project.
- **Unit ZZ Wiki** for making available all PM² processes, guidelines, artefacts and governance model.
- **Central Project Repository** with a defined configuration management process associated to it. Alignment with the document and configuration management procedures of DG XX.
- **Set-up of a Project Support Team** to offer first level support to project teams.
- **Definition of a change roadmap and implementation of these activities** within the Unit.
- **Training:**
 - Training of all Project Managers and Project Core Team members to be PM² certified;
 - Training of a selection of Project Managers to the level of PM² Practitioner;
 - Training of Business Managers through the PM² for Business Managers path;
 - Training of Head of Sectors through the PM² for Management path.

5.7 Assumptions

- PM² will not release a new version of the methodology during project duration.
- Coaching and support will be available from DIGIT.01 to the Unit's staff throughout the duration of this project.
- Buy-in from Unit's and DG's Senior Management (recognition of the need for a project management methodology).
- Willingness and availability of Senior Management for a high-level awareness and training session.
- The project will receive appropriate resources (financial and Human Resources). The Project Core Team will have the required skills and training.

5.8 Constraints

- Limited support available from PM² experienced DIGIT.01 experts.
- Limited availability of the Unit staff and Senior Management, due to a busy agenda.
- The methodology must be delivered until the end of the year (31st December 20XX).
- Existing projects within Unit should not be substantially impacted in result of the new methodology.
- Availability of the Management of the DG XX Procurement Unit for the alignment of project controls while working with contractors.

5.9 Risks

- Resistance to change that will result on Project Managers not following the methodology.
- The chosen methodology is not fitting Unit needs and major tailoring is needed, impacting the delivery date.
- Delay of more than 2% on schedule for some projects within the Unit, during implementation.
- Decrease in productivity due to learning curve effects that will impact projects' schedules.
- Lack of support from key-stakeholders that will result on limited adherence to the new methodology.
- Delays on contractors' projects caused by the mismatch of the methodology with the project management approach of contractors.
- Lack of support from other DG XX Units, such as Procurement Unit.

- Lack of budget available caused by delays in yearly budget approval and unavailability of resources with the necessary skills. These will limit project progress.

5.10 Costs, Effort and Funding Source

This project will be mainly executed by 2 Officials (0.5 FTE) and 2 intra-muros and maintained by 1 intra-muros and 0.2 FTEs of an Official, from the Unit ZZ. Support/coaching will be performed by DIGIT 01 during the project. The cost of the PM² courses is supported by DG HR, if delivered by DTS. So, the estimated training cost is only including the cost of the certification exams (6K€).

The budget lines that will be used for this project are XX 01 02 11 04 and XX 01 02 11 06.

Solution Implementation Costs	201X	201(X+1)	201(X+2)	201(X+3)	201(X+4)
Solution Development	33 K€ 0.3 FTE				
Solution Maintenance		16.5 K€ 0.2 FTE	16.5 K€ 0.2 FTE	16.5 K€ 0.2 FTE	16.5 K€ 0.2 FTE
Support	0.2 FTE				
Training	1 K€				
Infrastructure					
TOTAL	34 K€ 0.5 FTE	16.5 K€ 0.5 FTE	16.5 K€ 0.5 FTE	16.5 K€ 0.5 FTE	16.5 K€ 0.5 FTE

Business Implementation Costs	201X	201(X+1)	201(X+2)	201(X+3)	201(X+4)
Change management	0.2 FTE				
Communication					
Coordination					
Training	5 K€				
TOTAL	5 K€ 0.2 FTE				

The project will have an estimated total cost of 39 K€ + 0.7 FTE for 201X and a TCO of 105 K€.

5.11 Roadmap

Initiating Phase:

- Definition of the context, impact and outcomes of the envisaged solution 18th January 201X
- Business Case approved 01st February 201X
- Project Charter approved 22nd February 201X

Planning Phase:

- Project planning artefacts approved 15th March 201X

Executing Phase:

- Tailoring of PM² processes, guidelines, artefacts and governance model to the Unit's needs 12th April 201X
- Implementation roadmap and procedures approved 16th April 201X
- Creation of the Unit's PM² Wiki and project repository 23rd April 201X
- Awareness and training completed 10th May 201X

- Project Support Team officially operational 29th April 201X
- Execution of the pilot completed 26th June 201X
- Follow-up of running projects transition completed 2nd July 201X
- Review of results and go/no-go decision 5th July 201X

Closing Phase:

- Project completed 12th July 201X

5.12 Synergies and Interdependencies

This project can be shared with other Units from DG XX that may be interested to implement PM² for managing their projects. Certainly, for projects that are shared with other Units, a working group will be created to agree on how these projects will be managed.

This project will need to interact with other Units and external entities, namely:

- DG XX Procurement Unit for requesting approval for the PM² artefacts related to outsourcing activities;
- For on-going projects with one or more outsourced components, the PM² methodology need to be explained and agreed on by contractors;
- External entities (i.e. Member States and other local entities) for communicating the changes in the reporting process and artefacts;
- DG XX Governance Bodies, for requesting governance artefacts approval such as for the Business Case, Project Charter, Project Progress Report and Project-End Report;
- DG XX Project Management Office for starting covering Unit's projects in their monitoring and control process.

5.13 Enablers

Enabler	Yes/No	Reference	If No, briefly explain the reason
PM ²	✓	http://www.cc.cec/wikis/display/PM2	
BPM	✓	http://www.cc.cec/wikis/display/bpmatec	
IT Related			
RUP@EC			Not Applicable.
CEAF			Not Applicable.
SMP@EC			Not Applicable.
VAST			Not Applicable.
CMMI			Not Applicable.

6 GOVERNANCE**6.1 Project Owner (PO)**

Head of Unit ZZ.

6.2 Solution Provider (SP)

Head of Sector of Unit ZZ.

6.3 Approving Authority

Project Owner – Head of Unit ZZ.

Signature of the approving authority Date

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

ID	Reference or Related Document	Source or Link/Location
1	01.Project_Initiation_Request.Improvement of PM practice within DG XX-Unit ZZ.18-01-201X.v1.0.docx	U:\METHODS\PM ² @UnitZZ\01 Initiating \
2	Project folder	U:\METHODS\PM ² @UnitZZ
3	COM(200X) XX “Communication from the Commission to the European Parliament and the Council on the XXX”	20/10/200x, European Commission

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DG XX
Unit ZZ

Project Charter

Roll-out of PM² within DG XX, Unit ZZ

Date: 22/02/201X

Doc. Version: 1.0



PM² Template v2.1.0 (Oct. 2013)

Document Control Information

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Project Title:	Roll-out of PM ² within DG XX, Unit ZZ
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NOTE: All Approvers are required. Records of each approver must be maintained. All Reviewers in the list are considered required unless explicitly listed as Optional.

Name	Role	Action	Date
Mr Y	Project Owner	Approved	22/02/201X

Document history:

The Document Author is authorized to make the following types of changes to the document without requiring that the document be re-approved:

- Editorial, formatting, and spelling
- Clarification

To request a change to this document, contact the Document Author or Owner.

Changes to this document are summarized in the following table in reverse chronological order (latest version first).

Revision	Date	Created by	Short Description of Changes
1.0	22/02/201X	Mr Y	First approved version.

Configuration Management: Document Location

The latest version of this controlled document is stored in U:\METHODS\PM²@UnitZZ\01 Initiating\.

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1 EXECUTIVE SUMMARY

The adoption of PM² in the Unit ZZ will increase the maturity of project management within the Unit and respond to identified issues such as unsuccessful projects, waste of resources, lack of control of outsourced projects and poor quality of deliveries. The current situation has already impacted on the image and reputation of the Unit by external entities and on the achievement of DGXX objectives for the running program.

A new program is starting in the beginning of 201X + 1 year, under the COM(200X) XX “Communication from the Commission to the European Parliament and the Council on the XXX” and it is urgent to change the current situation, in order to achieve the objectives from 201X+1 to 2020 in our domain.

The chosen solution (adoption of the PM² methodology) is the recommended project management methodology of the European Commission (EC), aligned with the rationalisation exercise.

Concluding, the adoption of the PM² methodology is the solution that gives the greater outcomes with a smaller budget and it is aligned with the corporate Decision for managing projects at the EC.

2 CONSIDERATIONS ON THE BUSINESS CASE

Ad-hoc approaches for managing several projects within the Unit cause miscommunication, lack of stakeholder engagement, inefficiencies, duplication of work, poor planning and controlling of project work within the Unit, as well as with contractors. This (often) leads to frustration, cost and schedule overruns, low quality of deliverables, increased risk of project failure, unsatisfied stakeholders/users and disputes with contractors.

An improved maturity of project management within the Unit is urgent because a significant number of projects failed, are substantially delayed or exceed the planned budgets. Additionally, a new program is starting in the beginning of 201X + 1 year and will request that the project management methodology is operational and well understood on the 1st of January 201X + 1 year.

The selected alternative to implement the solution is the adoption of PM² in the Unit, as it is already a methodology tailored to the European Commission (EC) environment and complying with EC specific standards. Moreover, PM² is a Project Management Methodology developed and centrally supported by the EC with a full training and certification programme available to all EC staff. Considering this, competences are available in-house and costs will be lower than implementing an internationally established standard such as PRINCE2 or PMI/PMBOK.

This project is in-line with the CTI decision of January 2011 (PM² is the recommended project management methodology for all IT projects) and with the DG’s policy that encourages project improvement in all Units. Moreover, the new program that will be supported by the PM² methodology fall under COM(200X) XX “Communication from the Commission to the European Parliament and the Council on the XXX”.

Most of the benefits are obtained on medium and long term and can be only correctly measured after project closure. Despite this, the estimation of the benefits comprises no need of further resources to manage the new program, reduction of the costs on outsourced contracts and ability to cover more projects within the budget and to achieve more outcomes.

The outcomes that can be expected from this project are:

- Increased project productivity (ability to cover more projects in the new program);
- Improved quality of project deliverables, so policy objectives are achieved more effectively;

- Improved project stakeholder engagement (Business Managers and Project Owners are deeply involved from the beginning of the project and Senior Management is regularly monitoring projects performance and benefits);
- Increased successful projects within Unit, by improved monitoring, control and reporting on projects. Projects monitoring and control will be also performed by the Project Support Team and by the DG XX Project Management Office, so different entities will perform quality assurance activities (e.g. phase-exit reviews) in order to increase the probability of projects success;
- Maximization of investments value by better visibility of project needs, benefits, impact, synergies, costs and risks by the Senior Management. PM² will enable projects within Unit to effectively follow DG XX governance project approval process, as it makes project management processes standard and mandatory;
- Improved control of outsourcing activities and increased quality of contractors' deliverables. PM² provides artefacts to control outsourcing activities and processes to lead to deliverables acceptance in an effectively way.
- A common project management language that will facilitate the management of projects within several Units or DGs (PM² is widespread at the EC).
- Improved image of the Unit and DG by achieving to greater projects' results.

3 PROJECT DESCRIPTION

3.1 Scope

3.1.1 Includes ("IN" Scope)

The rolling-out of the project management methodology (PM²) in Unit ZZ for all new and running projects (started from July 201X) includes:

- Tailoring the PM² methodology to Unit needs;
- Executing a pilot project to identify any issues;
- Creating a wiki and a central project repository;
- Creating a Project Support Team;
- Defining and implementing a complete roadmap for organisational change;
- Providing training to all Unit staff.

3.1.2 Excludes ("OUT" Scope)

The envisaged solution WILL NOT COVER the implementation of a Project Management Information System to support the PM² methodology. This can be foreseen in a next phase, but not included in the scope of this project. Also, the support and training on the PM² methodology to the DG XX Project Management Office and to other Units are not covered by this project.

3.1.3 Scope Statement

Rolling-out of the Project Management Methodology (PM²) in the Unit for all new and running projects, including training staff involved in projects and creation of a project management governance structure and tools (i.e. Project Support Team, project repository and Unit ZZ Wiki).

3.2 Success Criteria

- Core set of project management templates are used by 90% of the projects within the Unit (measured at the end of the project).
- All projects are archived in the Project Repository.
- The Project Support Team is timely supporting all the staff requests (requests replied in 2 working days maximum).
- The Unit ZZ Wiki is available 90% of the time and the templates available are up to date.
- Project management templates (i.e. Business Case, Project Charter, Project Progress Report and Project-End Report) are approved by the DG XX Governance Bodies.
- All existing procedures and templates for contractors are reviewed, updated and agreed with the DG's Procurement Unit.
- 90% of Project Managers and 50% of staff involved in projects are trained.
- 70% of the Project Managers are project management certified.

3.3 Stakeholder and User Needs

ID	Need Description	Priority
1	Unit staff (particularly the Heads of Sector) demand an improved maturity of project management in the Unit (quality of project outputs, effectiveness and efficiency of project work and project management processes).	Very High
2	Senior Management demands improved projects monitoring and reporting in order to make more informed and rational decisions on investments. Head of	Very High

	Sectors find it hard to collect information for reporting and the current Unit's performance is below objectives.	
3	Business Managers cannot get the expected results from Outsourcers. An improved management of contractors will have a substantial positive effect on the projects' cost and on the quality of contractor's deliverables. Additionally, ad-hoc project management approaches are not compliant with the processes and requirements of the Procurement Unit.	Very High
4	A new program is starting in the beginning of 201X + 1 year and the budget is very tight for the expected number of projects. This new program will oblige the consolidation and reporting of information to external entities and to other DGs, so a unique methodology will reduce the FTEs to perform the reporting process.	Very High
5	Projects that are covering different teams need to share the same project management approach.	High
6	Projects are not following DG's governance process.	High
7	The Internal Audit Services identified non conformities in the last audit, stating that the use of ad-hoc project management approaches could lead to situations of fraud in the granting process.	Very High
8	The Project Management Office of the DG is demanding the use of a standard methodology, in order to be able to monitor and control projects from Unit ZZ.	High

3.4 Deliverables

ID	Deliverable Name	Deliverable Description
1	Tailoring of PM ² to Unit's needs	This deliverable will include the following sub-deliverables: <ul style="list-style-type: none"> PM² processes, guidelines, artefacts and governance model tailored to DG XX needs; Project management artefacts for monitoring Unit's outsourced projects; Project management artefacts for reporting to external entities; Reviewed Unit roles and responsibilities.
2	Unit ZZ Wiki	Creation of a Wiki for making available all PM ² processes, guidelines, artefacts and governance model.
3	Central Project Repository	Creation of a Project Repository for all projects within the Unit. This repository will follow a defined configuration management process, aligned with the document and configuration management procedures already in place in DG XX. The Project Repository will include a Lessons Learned repository.
4	Set-up of a Project Support Team	The Project Support Team will be managed by an

		<p>Official and the tasks will be performed by an intra-muros. The main roles of this team are:</p> <ul style="list-style-type: none"> • Advice Unit staff on PM² methodology and provide guidance on administrative services related to project management; • Monitoring projects performance and produce consolidated reporting to the Heads of Sector and to the Head of Unit; • Review the reporting to external entities, in order to guarantee the quality of the deliverables; • Manage the content of the wiki, including updating the artefacts templates for continuous improvement; • Guarantee the correct application of the configuration management process in the Project Repository; • Be the first level support for PM² methodology and centralise the contact to DIGIT 01 PM² team (second level support); • Perform reviews of projects within the Unit, in terms of verifying the compliance with the project management methodology and corporate processes.
5	PM ² Transition Management	<p>This deliverable will include the following sub-deliverables:</p> <ul style="list-style-type: none"> • Definition of the roadmap and procedures for all running and new projects; • Execution of a pilot project and follow-up of the entire lifecycle of the project; • Follow-up of running projects transition; • Execution of a Workshop.
6	PM ² Business Management	<p>This deliverable will include the following sub-deliverables:</p> <ul style="list-style-type: none"> • Production of the Communication material; • Execution of internal awareness sessions; • Coordination of the training program; • Communication/interaction with external entities; • Project Support Team activities.
	Training	<p>This deliverable will be part of the business implementation plan and includes the following sub-deliverables:</p> <ul style="list-style-type: none"> • Training of all Project Managers, Business Managers and Project Core Team members (total of 20 people) to the level of PM² Certification Level 1 - PM² Certified; • Training 5 Project Managers to the level of PM² Practitioner;

		<ul style="list-style-type: none"> • Training 5 Head of Sectors, 1 Deputy of the Head of Unit and 1 Head of Unit through the PM² for Management path.
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3.5 Features

Related Need	Features	Deliverable(s)
1	<p>PM² processes, guidelines, artefacts and governance model tailored to DG XX needs for managing the entire projects lifecycle.</p> <p>Wiki for making available all PM² processes, guidelines, artefacts and governance model to Unit staff.</p> <p>Project and Lessons Learned Repository for all projects within the Unit.</p> <p>PM² first level support.</p> <p>Implementation of the Unit organisational change through: awareness sessions, training, communication to external entities and production of communication material.</p>	<ul style="list-style-type: none"> • Tailoring of PM² to Unit's needs • Unit ZZ Wiki • Central Project Repository • Set-up of a Project Support Team • PM² Business Management • Training
2	<p>PM² artefacts and processes for monitoring, control and report on project performance.</p> <p>Tailored PM² artefacts and processes for reporting to external entities.</p> <p>Project Support Team: consolidated reporting to the Heads of Sector and to the Head of Unit, perform reviews of projects within the Unit and review the reporting to external entities.</p> <p>Awareness sessions.</p> <p>PM² training courses for Management.</p>	<ul style="list-style-type: none"> • Tailoring of PM² to Unit's needs • Set-up of a Project Support Team • PM² Business Management • Training
3	<p>PM² artefacts for monitoring Unit's outsourced projects.</p> <p>Awareness session for Contractors.</p>	<ul style="list-style-type: none"> • Tailoring of PM² to Unit's needs • PM² Business Management
4	<p>PM² processes, guidelines, artefacts and governance model tailored to DG XX needs for managing the entire projects lifecycle.</p> <p>Tailored PM² artefacts and processes for reporting to external entities.</p> <p>Project Support Team: consolidated reporting to the Heads of Sectors and to the Head of Unit, performs reviews of projects within the Unit and reviews the reporting to external entities.</p>	<ul style="list-style-type: none"> • Tailoring of PM² to Unit's needs
5, 6, 7 and 8	<p>PM² processes, guidelines, artefacts and governance model tailored to DG XX specificities for managing the entire projects lifecycle.</p>	<ul style="list-style-type: none"> • Tailoring of PM² to Unit's needs

3.6 Constraints

- Limited support available from PM² experienced DIGIT 01 experts.
- Limited availability of the Unit staff and Senior Management for trainings, awareness sessions and workshops, due to a busy agenda.
- The methodology must be delivered until the end of the year (31st December 201X).
- Projects within Unit should not be impacted more than 2% on project schedule, in result of the new methodology.
- Availability of the Management of the DG XX Procurement Unit for the alignment of project controls while working with contractors.
- Large tailoring of the chosen project management methodology is only foreseen for exceptional situations.

3.7 Assumptions

- No major changes on the chosen project management methodology during project duration.
- Coaching and support will be available from DIGIT 01 to Unit's staff throughout the duration of the PM² Adoption.
- Sufficient training options available within the DIGIT 01 PM² training calendar.
- Buy-in from Unit and DG Senior Management (recognition of the need for a project management methodology).
- Willingness and availability of Senior Management for a high-level awareness and training session.
- Training room and training material availability for the selected project management method.
- The project will receive appropriate resources (financial and Human Resources).

3.8 Risks

ID	Risk Description & Details	Status	Likelihood ¹	Impact ²	Risk Level ³	Risk Owner	Risk Response Strategy ⁴	Action Details
1	Resistance to change that will result on Project Managers not following the methodology.	Approved	2	4	8	PO	Reduce	The project is planning 3 actions related to this risk: 1. One awareness session at the beginning of the executing phase and one workshop before PM ² becomes officially operational, for collecting issues and recommendations from the transition experience. 2. Training sessions for PMs that will enable them to follow the methodology. 3. Project Support Team: will support PMs in the use of the methodology and act as a facilitator to the change process.
2	The chosen methodology is	Approved	2	5	10	PO	Reduce	Performance of a Pilot project to verify adequacy of the methodology

¹ A numeric value denoting the relative probability that the risk should occur.

² A numeric value denoting the relative severity of the impact of the risk if it should occur.

³ The risk level is the product of the likelihood and impact (RL=L*I).

⁴ The possible risk response strategies are: Avoid/ Transfer or Share/ Reduce / Accept.

ID	Risk Description & Details	Status	Likelihood ¹	Impact ²	Risk Level ³	Risk Owner	Risk Response Strategy ⁴	Action Details
	not fitting Unit needs and major tailoring is needed, impacting the delivery date.							to the Unit's projects. This pilot will be an internal project that will start in March until May 201X. Regular follow-up will guarantee that issues are timely identified and acted-upon.
4	A new release of the chosen project management methodology is delivered during project lifecycle, resulting into two situations: adapting to the new release or use an outdated version.	Waiting for Approval	4	4	16	PO	Reduce	Meeting with DIGIT 01 PM ² team to identify the planning for next releases or updates.
5	Delay of more than 2% on schedule for some projects within Unit, during implementation .	Approved	3	4	12	PO	Reduce	Project Support Team: will support PMs in the use of the methodology and act as a facilitator to the change process. Additionally, this Office will monitor projects and recommend actions to the PSC.
6	Decrease in productivity due to learning curve effects that will impact projects' schedules.	Approved	3	3	6	PO	Accept	This impact is expected and a delay is already foreseen (less than 2% on schedule).
7	Lack of support from key-stakeholders that will result on limited adherence to the new methodology.	Approved	2	4	8	PO	Reduce	The project is planning awareness sessions, workshops and training sessions to involve all the stakeholders. Additionally, communication material will be delivered to support the change. Moreover, a Project Support Team will follow the adherence to the methodology and identify any issue if occurs. Other Units, DGs, contractors and external entities will be involved in working groups, awareness sessions and tailored communications.
8	Unavailability of courses for the selected project management method (fully	Investigating				PO		

ID	Risk Description & Details	Status	Likelihood ¹	Impact ²	Risk Level ³	Risk Owner	Risk Response Strategy ⁴	Action Details
	booked) that will delay training activity.							
9	Delays on contractors' projects caused by the mismatch of the methodology with the project management approach of contractors.	Approved	3	4	12	PO	Reduce	For the running projects, meetings with Contractors will be planned to present the methodology and agree on the expected outputs. For all projects, each Contractor will be able to attend an awareness session.
10	Lack of support from other DG XX Units, such as Procurement Unit.	Approved	1	4	4	PO	Accept	The likelihood for this risk is very low. Additionally, the project plans the creation of a Working Group to align objectives and requirements. Awareness sessions will be also delivered.
11	Lack of available budget caused by delays in yearly budget approval.	Approved	2	5	10	PO	Reduce	As the Project Core Team is already working in the Unit with a allocated budget line and this budget has not been all spent, this risk is unlikely to happen.
12	Unavailability of resources with the necessary skills.	Approved	1	5	5	PO	Accept	This risk is unlikely to happen, as the project will be supported by DIGIT 01 – PM ² Team and a training program is foreseen for the Project Core Team (PM ² Practitioner certified).

4 COST, TIMING AND RESOURCES

4.1 Cost

This project will be mainly executed by 2 Officials (0.5 FTE) and 2 intra-muros in the first year and maintained by 1 intra-muros and 0.2 FTEs of an Official, from the Unit ZZ. Support/coaching will be performed by DIGIT 01 during the project. The cost of the PM² courses is supported by DG HR, if delivered by DTS. So, the estimated training cost is only including the cost of the certification exams (6K€). The PM² Team will perform the 2 awareness sessions and give coaching throughout the project.

The budget lines that will be used for this project are XX 01 02 11 04 and XX 01 02 11 06. The project will have an estimated total cost of 39 K€ + 0.7 FTE for 201X and a TCO of 105 K€ + 0.2 FTE.

	201X		201(X+1)		201(X+2)		201(X+3)		201(X+4)		
Expenditure	Budget Line	Amount ⁵	Budget Line	Amount	Budget Line	Amount	Budget Line	Amount	Budget Line	Amount	Total cost
Solution Development ⁶ (k€)	XX 01 02 11 04	33 K€									47 K€
Solution Maintenance ⁷ (k€)			XX 01 02 11 04	16.5 K€	XX 01 02 11 04	16.5 K€	XX 01 02 11 04	16.5 K€	XX 01 02 11 04	16.5 K€	66 K€
Support ⁸ (k€)	XX 01 02 11 04	0.2 FTE									0.2 FTE
Training ⁹ (k€)	XX 01 02 11 06	6 K€									6 K€
Infrastructure ¹⁰ (k€)											
Total per year (k€)		39 K€		16.5 K€		16.5 K€		16.5 K€		16.5 K€	105 K€
Total per year FTE officials¹¹		0.5 FTE + 0.2 FTE		0.2 FTE		0.2 FTE		0.2 FTE		0.2 FTE	

⁵ If you cannot provide an amount, provide at least a qualitative statement (e.g. 20 days of training, 2 laptops, etc.)

⁶ Development: provide the total (anticipated) cost (human resources) for the development of the solution

⁷ Maintenance: provide the total (anticipated) cost (human resources) in K€ per year to maintain the solution

⁸ Support: provide the total (anticipated) cost (human resources) in K€ per year to support the solution (e.g. website, helpdesk, operations, etc.)

⁹ Training: provide the total (anticipated) cost (human resources) to ensure the training of the users, the support and operations staff, etc.

¹⁰ Infrastructure: provide the total (anticipated) cost of the infrastructure required to deliver, support, operate and maintain the delivered solution.

¹¹ Total FTE officials: provide the total (anticipated) effort that will be spent by Commission officials on the project (in man-weeks, man-months or man-years).

4.2 Timing and Milestones

ID	Milestone Description	Target Delivery Date
	Initiating Phase	22 February 201X
1	Definition of the context, impact and outcomes of the envisaged solution	18 January 201X
2	Business Case approved	01 February 201X
3	Project Charter approved	22 February 201X
	Planning Phase	15 March 201X
4	Project planning artefacts approved	15 March 201X
	Executing Phase	5 July 201X
5	Identification of the gap between "As is" and "To be" and creation of a working group for interaction with other Units	15 March 201X
6	Executing Kick-off Awareness Session	15 March 201X
7	Communication material delivered	15 April 201X
8	Approval of the tailored PM ² Methodology by the DG XX Project Management Board	16 April 201X
9	Approval of the Transition Roadmap and Procedures	16 April 201X
10	Creation of the Unit's PM ² Wiki and project repository	23 April 201X
11	Project Support Team officially operational	29 April 201X
12	Training completed	07 May 201X
13	Awareness Sessions completed	10 May 201X
14	Execution of the pilot completed	26 June 201X
15	Follow-up of running projects transition completed	02 July 201X
16	Workshop performed	05 July 201X
17	Formal deliverables acceptance	05 July 201X
	Closing Phase	12 July 201X
18	Project Final Acceptance	11 July 201X
19	Project closed	12 July 201X

4.3 Planned Resources

ID	Resource Requirement	Description
1	1 Project Manager from Unit ZZ	This resource will act as the Project Manager of this project. The effort for this project will be 0.3 FTE. Ideally, the Project Manager will be a Head of Sector.
2	1 Business Manager from Unit ZZ	This resource will manage the business implementation, including awareness sessions, training, communication material, and the relation with contractors, external entities and other Units / DGs. Ideally, the Business Manager will be a Head of Sector. The effort for this project will be 0.2 FTE
3	2 Resources with Project Manager profile from Unit ZZ	2 intra-muros that are currently working as Project Managers and have the necessary skills to execute the project (already familiar with the PM ² methodology).
4	1 PM ² Trainer	The requested training sessions are available through Syslog and training is managed by DTS. So, this resource is available via the training services.
5	2 PM ² Experts	Two PM ² Experts to follow the project and give support when requested (number of hours agreed for each activity).

5 APPROACH

5.1 Methodology

This project will follow the PM² Methodology for all project activities.

5.2 Change Management

The change management, configuration management and organisational change for this process will follow the PM² Methodology.

5.2.1 Project Change

The change management process for this project is a five step process and falls under the responsibilities of the Project Manager who should execute the process when required throughout the project lifecycle:

- **Change Identification:**
A request for a change can be submitted formally via a Change Request Form, or can be identified and raised during meetings as a result of decisions, issues or risks. All changes are registered in the Change Log.
- **Change Assessment and Action Recommendation:**
The evaluation of a project change will be documented by the Project Manager in the Change Log, which is then used as an input to the formal change approval by the appropriate decision makers (via a Change Request Form).
- **Change Approval:**
The approval of a project change will follow the escalation process for this project, detailed in the Project Handbook.

For changes which do not have significant impact on delivery time and budget, the changes can be approved during the Project Follow-up Meetings. Other changes (with High and very High Size) are approved by the Project Steering Committee (PSC).
- **Change Implementation:**
The activities related to the implementation of changes and their status will be documented in the Project Work Plan.
- **Change Control:**
New or open changes will be identified/reassessed weekly during the Project Follow-up Meetings and the Project Manager will then update the Change Log with the results of the analysis/review. For the Medium, High and very High Size changes, the Project Manager will report on a monthly basis their status to the Project Steering Committee (PSC) and, when adequate, to other project stakeholders

5.2.2 Configuration Management

The project configuration management procedure will be used to manage deliverables effectively and to provide a single reliable reference to them, ensuring that the correct versions are delivered to the Project Owner.

This project will use the following file naming convention:

Files: (XX).(DocumentName).(ProjectName).(dd-mm-yyyy).v(x.x)

Project email subject tag: (ProjectName), (Topic), (type of communication, e.g. for approval, for information, for review, for action), (FreeText – if needed).

The location of the approved versions of project artefacts and deliverables is in:
U:\METHODS\PM²@UnitZZ\Deliverables

U:\METHODS\PM²@UnitZZ\Project Artefacts

For this project, the Project Manager (PM) will structure the project management artefacts per PM² phase, following the below folder convention:

- 01 Initiating
- 02 Planning
- 03 Executing
- 04 Monitor & Control
- 05 Closing

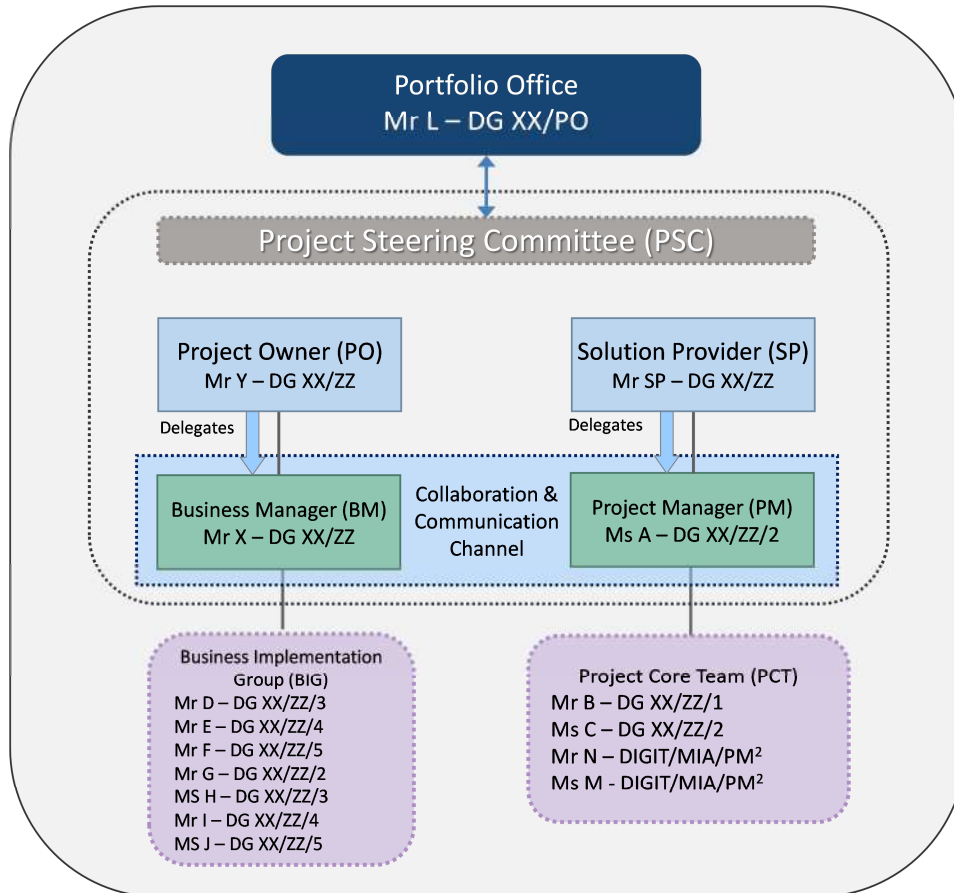
5.2.3 Organisational Change

The organisational change process will be documented in the Business Implementation Plan, by the Business Manager. This artefact will identify the approach and planning related to the following activities: awareness sessions, training, workshop, communication material, and the interactions with vendors, external entities and other Units/DGs.

6 GOVERNANCE AND STAKEHOLDERS

6.1 Structure

This project will follow the Standard PM² project structure.



6.2 Roles and Responsibilities

This project will follow the Standard PM² Roles and Responsibilities and there are no deviations from the Standard Roles, except for the Project Support Team, which will be created as an output of this project. The main roles of this Team will be:

- Advice Unit staff on PM² methodology and provide guidance on administrative services related to project management;
- Monitoring projects performance and produce consolidated reporting to the Heads of Sector and to the Head of Unit;
- Review the reporting to external entities, in order to guarantee the quality of the deliverables;
- Manage the content of the wiki, including updating the artefacts templates for continuous improvement;
- Guarantee the correct application of the configuration management process in the Project Repository;
- Be the first level support for PM² methodology and centralise the contact to DIGIT 01 PM² team (second level support);
- Perform reviews of projects within the Unit, in terms of verifying the compliance with the project management methodology and corporate processes.

6.3 Other Stakeholders

The other relevant stakeholders identified for this project are:

- **Contractors:** they will have to apply the PM² artefacts;
- **External entities:** these entities will receive an improved report format for the monthly reporting;
- **Procurement Unit:** PM² artefacts have to be aligned with the procurement process already in place in DG XX;
- **DG XX Project Management Office:** this Office will receive regular reporting on projects' performance;
- **DG XX Governance Bodies:** these Bodies will have to approve the Business Case, Project Charter, Project Progress Report and Project-End Report templates.

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

ID	Reference or Related Document	Source or Link/Location
1	02.Business_Case.Roll-out of PM ² within DG XX, Unit ZZ.31-01-201X.v1.0.docx	U:\METHODS\PM ² @UnitZZ\01 Initiating\
2	Project folder	U:\METHODS\PM ² @UnitZZ
3	COM(200X) XX “Communication from the Commission to the European Parliament and the Council on the XXX”	20/10/200x, European Commission



DG XX
Unit ZZ

Project Handbook

Roll-out of PM² within DG XX, Unit ZZ

Date: 15/03/201X
Doc. Version: 1.0



PM² Template v2.1.0 (Oct. 2013)

Commission européenne, B-1049 Bruxelles / Europese Commissie, B-1049 Brussel - Belgium. Telephone: (32-2) 299 11 11.
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Document Control Information

Settings	Value
Document Title:	Project Handbook
Project Title:	Roll-out of PM ² within DG XX, Unit ZZ
Document Author:	Ms A
Project Owner:	Mr Y - Head of Unit ZZ
Project Manager:	Ms A
Doc. Version:	1.0
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Date:	15/03/201X

Document Approver(s) and Reviewer(s):

NOTE: All Approvers are required. Records of each approver must be maintained. All Reviewers in the list are considered required unless explicitly listed as Optional.

Name	Role	Action	Date
Mr Y	Project Owner	Approved	15/03/201X

Document history:

The Document Author is authorized to make the following types of changes to the document without requiring that the document be re-approved:

- Editorial, formatting, and spelling
- Clarification

To request a change to this document, contact the Document Author or Owner.

Changes to this document are summarized in the following table in reverse chronological order (latest version first).

Revision	Date	Created by	Short Description of Changes
1.0	15/03/201X	Mr Y	First approved version.

Configuration Management: Document Location

The latest version of this controlled document is stored in U:\METHODS\PM²@UnitZZ\02 Planning\.

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1. ABOUT THE PROJECT HANDBOOK

The Project Handbook summarizes the project objectives and documents the selected approach for implementing the project goals. It also highlights the key controlling processes to be used, the project policies and rules, and the overall management approach. The project scope statement (from the Project Charter) is a key input for this document.

The Project Handbook is an important document since it defines the outputs of the planning (i.e. it defines the plans necessary for managing the project as well as to what extent they should be customize or/and tailored).

The Project Handbook becomes the basis for managing the project throughout its lifecycle and is an important point of reference for all project members and stakeholders. The Project Handbook should be kept up to date throughout the life of the project. During the Closing Phase, the Project Handbook becomes an important point of reference for the Project-End Review Meeting, and should be properly closed and archived.

2. PROJECT OVERVIEW

2.1. Project Objectives

The selected solution is the adoption of PM² in the Unit ZZ. PM² is a Project Management Methodology developed and centrally supported by the European Commission (EC) with a full training and certification programme available to all EC staff. This methodology is already tailored to the EC environment and complying with EC specific standards.

The adoption of PM² will increase the maturity of project management within the Unit and respond to identified issues such as unsuccessful projects, waste of resources, lack of control of outsourced projects and poor quality of deliveries. Additionally, Senior Management demands improved projects monitoring and reporting in order to make more informed and rational decisions on investments.

The current situation has already impacted on the image and reputation of the Unit by external entities and on the achievement of DXX objectives for the running program. A new program is starting in the beginning of 201X + 1 year and will request that the project management methodology is operational and well understood on the 1st of January 201X+ 1.

To conclude, the main project objectives are:

- Increased maturity of project management within the Unit:
 - Project governance model in place;
 - Standard project management lifecycle, processes and artefacts in place;
 - Skilled resources on project management.
- Increased projects' productivity (ability to cover more projects in the new program);
- Improved quality of project deliverables, so policy objectives are achieved more effectively;
- Improved monitoring, control and reporting on projects, resulting in the maximization of investments value;
- Improved control of outsourcing activities and increased quality of contractors' deliverables;
- Roll-out of the methodology for the new program (fully operational on the 1st of January 201X+1);
- Improved image of the Unit and DG by achieving to greater projects' results.

2.2. Additional Objectives

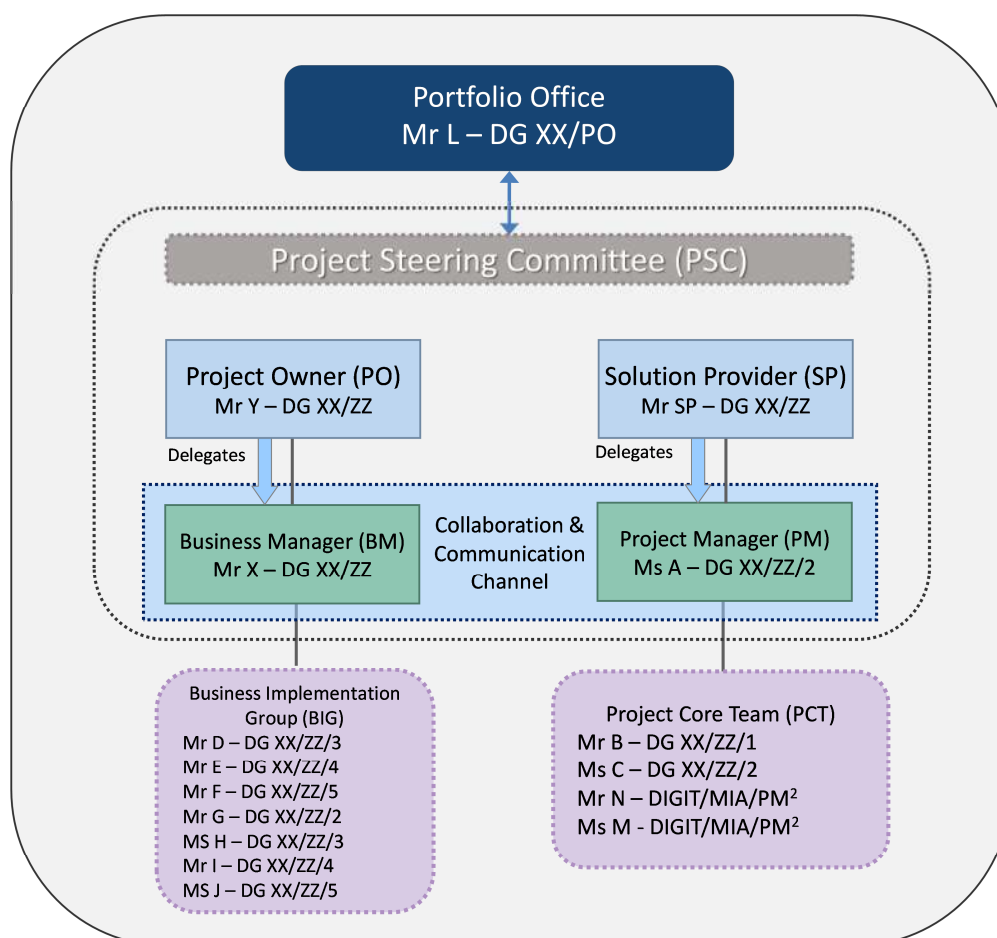
This project will also enable the achievement of the following results that are not initially in the scope of this project, namely:

- The adoption of the PM² methodology may inspire other Units within the DG XX to use PM². In fact, there is the opportunity to turn PM² the official project management methodology at DG XX;
- The roll-out of PM² in the Unit can serve as an example (pilot) for other Units. The project itself is applying the PM² methodology and the approach is to well document all the project activities, pitfalls, recommendations and lessons learned in order to be used by other Units;

- The close collaboration with DIGIT 01 – MIA during the project can be extended in the future to an exchange of experiences and Unit ZZ can become an active and relevant contributor in the PM² Community of Practice. In result, the project management expertise within the Unit will grow in a sustainable way.

2.3. Project Stakeholders

The main stakeholders are shown below:



The complete list of Stakeholders is described in the Project Stakeholder Matrix. The location of this artefact is referred in the Appendix 1.

2.4. Project Dependencies

Currently, Unit ZZ is sharing 3 projects with other Units that are not using PM² for managing their projects. Until now, the approach for managing these projects is to agree on some artefacts and then each team manage their tasks independently. This situation has already created some problems in terms of not considering all the requirements and effort for the project, particularly on quality, transition and business implementation processes. To improve the current situation, this project is foreseeing the creation of a Working Group to apply PM² for projects that are involving Unit ZZ and other Units.

For on-going projects with one or more outsourced components, the PM² methodology need to be explained and agreed on by contractors. In result, project planning will consider a round of meetings with vendors and the result of these meetings will impact the artefacts used for these projects. Also, the PM² methodology need to be aligned with the Procurement procedures (if applicable). This will be performed in a round of meetings to validate if the PM² processes and procedures are aligned with the Procurement.

Projects from Unit ZZ are run under the program "XYZ" and they involve external entities from the Member States. The status of these projects is reported monthly to the Member States in an agreed reporting format. Nowadays, each team from Unit ZZ is reporting the status of projects in a different report format. This situation is inefficient and consuming a lot of resources for consolidated reporting. One of the deliverables of this project is to standardise the reporting process and artefacts within the Unit, based on the PM² reporting artefacts. These changes will be explained to the Member States entities through a Communication.

Other dependency of this project is the need of approval from the Portfolio Office, for the following artefacts templates: Business Case, Project Charter, Project Progress Report and Project-End Report. The interactions with this Office will be performed by a formal request of approval, followed by a review of artefacts considering suggestions (if needed), and the request of the final approval from the DG XX Project Management Board.

Finally, DG XX Project Management Office is requesting to cover Unit's projects in their monitoring and control process. Although this request is not on the scope of this project, a round of meetings should be undertake to explain the PM² main artefacts and which information can be used for monitoring and control. In fact, the Project Management Office can be a driver to the adoption of PM² within DG XX.

2.5. Project Constraints

The identified constraints for this project are as following:

- Limited support available from DIGIT 01 PM² experts. The Project Manager needs to agree on a pack of hours for the DIGIT 01 PM² team and then to allocate the hours per activity. The Project Work Plan should be approved by the Head of DIGIT 01.
- Limited availability of the Unit staff and Senior Management for trainings, awareness sessions and workshops, due to a busy agenda. The approach to address this constraint is to fix the days for the awareness and training sessions, giving 3 available options for each course. The request for scheduling the training courses will be performed until the 1st of March 201X. As awareness sessions and training are mandatory to all staff, an email from the Head of Unit ZZ will be sent with the directives for register on the training courses.
- The methodology must be delivered until the end of the year (31st December 201X). This constraint is not impacting the planning, as the project is estimated to finish in July 201X.
- Projects within Unit should not be impacted more than 2% on project schedule, in result of the new methodology. The Project Support Team will follow the on-going projects and help the project teams to resolve any issue.
- Availability of the Management of the DG XX Procurement Unit for the alignment of project controls while working with contractors. A first contact has already occurred and a meeting is planned to happen until the 8th of March 201X.

- Large tailoring of the chosen project management methodology is only foreseen for exceptional situations. PM² is already tailored to the EC environment and is complying with EC specific standards, so light tailoring should be sufficient to cover Unit's needs.

3. PROJECT APPROACH

3.1. Project Lifecycle

This project has started on the 11th of January 201X and is planned to finish on the 12th of July 201X, with an estimated duration of 131 days.

The project will follow the PM² project management lifecycle, so the phase gate approvals will be performed at the end of the:

- Initiating phase: 22 February 201X;
- Planning phase: 15 March 201X;
- Executing phase: 5 July 201X;
- Closing phase: 12 July 201X.

The phase gate approvals will be performed by the Project Steering Committee, based on the project status, acceptance of deliverables and issues and risks identified during the phase.

3.2. PM² Tailoring – Required Project Documentation

The following artefacts will be used in this project:

Artefact	Yes/ No	Location	If No, briefly explain the reason
Project Initiation Request	✓	U:\METHODS\PM ² @UnitZZ\01 Initiating \	
Business Case	✓	U:\METHODS\PM ² @UnitZZ\01 Initiating \	
Project Charter/Vision Document	✓	U:\METHODS\PM ² @UnitZZ\01 Initiating \	

Artefact	Yes/ No	Location	If No, briefly explain the reason
Project Handbook (<i>this document</i>)	✓	U:\METHODS\PM ² @UnitZZ\02 Planning	
Stakeholder Matrix	✓	U:\METHODS\PM ² @UnitZZ\02 Planning	
Project Work Plan	✓	U:\METHODS\PM ² @UnitZZ\02 Planning	
Resource Plan	✓	U:\METHODS\PM ² @UnitZZ\02 Planning	
Transition Plan	✓	U:\METHODS\PM ² @UnitZZ\02 Planning	
Business Implementation Plan	✓	U:\METHODS\PM ² @UnitZZ\02 Planning	
Outsourcing Plan	X	N/A	This project doesn't include any outsourced component.

Communications Management Plan	✓	U:\METHODS\PM ² @UnitZZ\0 2 Planning	
Project Change Management Plan	✓	U:\METHODS\PM ² @UnitZZ\0 2 Planning	
Risk Management Plan	✓	U:\METHODS\PM ² @UnitZZ\0 2 Planning	
Quality Management Plan	✓	U:\METHODS\PM ² @UnitZZ\0 2 Planning	
Issue Management Plan	✓	U:\METHODS\PM ² @UnitZZ\0 2 Planning	
Deliverables Acceptance Management Plan	✓	U:\METHODS\PM ² @UnitZZ\0 2 Planning	
Risk Log	✓	U:\METHODS\PM ² @UnitZZ\0 4 Monitor & Control	
Change Log	✓	U:\METHODS\PM ² @UnitZZ\0 4 Monitor & Control	
Issue Log	✓	U:\METHODS\PM ² @UnitZZ\0 4 Monitor & Control	
Decision Log	✓	U:\METHODS\PM ² @UnitZZ\0 4 Monitor & Control	
Minutes of Meeting	✓	U:\METHODS\PM ² @UnitZZ\0 3 Executing	
Project Progress Report	✓	U:\METHODS\PM ² @UnitZZ\0 3 Executing	
Project Status Report	✓	U:\METHODS\PM ² @UnitZZ\0 3 Executing	
Project-End Report	✓	U:\METHODS\PM ² @UnitZZ\0 3 Executing	
Phase-exit Review Checklist	✓	U:\METHODS\PM ² @UnitZZ\0 4 Monitor & Control	
Quality Review Checklist	✓	U:\METHODS\PM ² @UnitZZ\0 4 Monitor & Control	
Deliverables Acceptance Checklist	✓	U:\METHODS\PM ² @UnitZZ\0 4 Monitor & Control	
Transition Checklist	✓	U:\METHODS\PM ² @UnitZZ\0 4 Monitor & Control	
Business implementation Checklist	✓	U:\METHODS\PM ² @UnitZZ\0 4 Monitor & Control	
Project Acceptance Note	✓	U:\METHODS\PM ² @UnitZZ\0 5 Closing	

3.3. Other Standards

Additionally to PM², the project will follow other (domain specific) methodologies as described below:

- BPM@EC for business process modelling.

3.4. Specific Project Management Rules

This project is structured into two components, the roll-out of the PM² methodology and the management of the organisational change. The first component is directly managed by the Project Manager and the second one is managed, at a first stage, by the Business Manager. The Project Core Team is allocated 75% to the first component.

Issues with a very low and low impact are resolved within the Project Core Team. The coordination and the status of the project activities are discussed on the weekly Project Follow-up Meetings and any medium or major issue is reported during these meetings.

The interactions with other Units / projects will be assigned to the Business Manager, who reports the summary of the interactions on the weekly meetings.

3.5. Conflict Resolution and Escalations

Conflicts are considered issues and can be raised by any of the project stakeholders and should be reported to the Project Manager via a meeting or email. When required, conflicts are discussed on the weekly Project Follow-up Meetings or, if needed, escalated to the Project Steering Committee.

When the resolution of the conflict needs a planned action, the conflict is registered on the Issue Log. In this case, decisions related to issues are logged on the Decision Log. The planned actions are detailed, scheduled and followed on the Project Work Plan.

The escalation procedure for this project is as following:

- Only issues/changes/risks with Very Low and Low impact can be approved by the Project Core Team. In this case, the Project Manager should be always informed and decisions should be registered on the Decision Log;
- Issues/changes/risks with Medium impact are approved by the Managing Level (Project Manager and Business Manager) on the weekly Project Follow-up Meetings;
- Issues/changes/risks with High and very High impact are approved by the Project Steering Committee (PSC);
- When relevant, the PSC has extraordinary meetings for approving remediation actions related to urgent or very urgent issues with considerable impact or size.

3.6. Configuration Management

The project configuration management procedure will be used to manage deliverables effectively and to provide a single reliable reference to them, ensuring that the correct versions are delivered to the Project Owner.

This project will use the following file naming convention:

Files: (XX).(DocumentName).(ProjectName).(dd-mm-yyyy).v(x.x)

Project email subject tag: (ProjectName), (Topic), (type of communication, e.g. for approval, for information, for review, for action), (FreeText – if needed).

The location of the approved versions of project artefacts and deliverables is in:
U:\METHODS\PM²@UnitZZ\Deliverables

U:\METHODS\PM²@UnitZZ\Project Artefacts

For this project, the Project Manager (PM) will structure the project management artefacts per PM² phase, following the below folder convention:

- 01 Initiating
- 02 Planning
- 03 Executing
- 04 Monitor & Control
- 05 Closing

3.7. Project Change Management

The change management process for this project is a five step process and falls under the responsibilities of the Project Manager who should execute the process when required throughout the project lifecycle:

- **Change Identification:** a request for a change can be submitted formally via a Change Request Form, or can be identified and raised during meetings as a result of decisions, issues or risks. The Change Log contains information to be fulfilled at this stage, such as the change identifier, the name of the requestor, the date of identification, the change category (e.g. new requirement, issue or risk related, business, etc.), the change details and impact, and the status of the change.
- **Change Assessment and Action Recommendation:** the evaluation of a project change will be documented by the Project Manager in the Change Log, which is then used as an input to the formal change approval by the appropriate decision makers (via a Change Request Form).
- **Change Approval:** the approval of a project change will follow the escalation process for this project, detailed in the Project Handbook. For changes which do not have significant impact on delivery time and budget, the changes can be approved during the Project Follow-up Meetings. Other changes (with High and very High Size) are approved by the Project Steering Committee (PSC).
- **Change Implementation:** the activities related to the implementation of changes and their status will be documented in the Project Work Plan.
- **Change Control:** new or open changes will be identified/reassessed weekly during the Project Follow-up Meetings and the Project Manager will then update the Change Log with the results of the analysis/review. For the Medium, High and very High Size changes, the Project Manager will report on a monthly basis their status to the Project Steering Committee (PSC) and, when adequate, to other project stakeholders.

3.8. Risk Management

The project risk management process defines the activities to identify, assess, prioritise, manage and control risks that may affect the execution of the project and the achievement of its objectives. This process is divided into four steps:

- Risk Identification: risks are continuously identified throughout the project lifecycle by any project stakeholder and documented in the Risk Log (by any project team member).
- Risk Assessment: risks are assessed based on their likelihood of occurrence and the impact in project objectives. The product of their likelihood and impact defines the Risk Level which is then used as a reference for their prioritisation and risk response development.
- Risk Response Development: there are four strategies to be considered as risk responses: Avoid, Transfer or Share, Reduce or Accept a risk. After the strategy for each risk has been selected, specific actions to implement the strategy will be defined, described, scheduled and assigned, while a Risk Owner assumes the responsibility for its implementation. These actions (at least the most effort/cost consuming ones) will be incorporated into the Project Work Plan.
- Risk Control: the Project Follow-up Meetings are used to revise the status of risks and related actions, and to identify new risks. The review of the Risk Log also appears in the agenda of the Project Review Meetings. Risks will be revised weekly, but also after the occurrence of any event that might have a significant impact on the project environment and hence the project risks.

3.9. Quality Management

The quality management process for this project is comprised of five key steps:

- Define (Project) Quality Characteristics: the project quality objectives, approach, requirements, activities, metrics and responsibilities related to project management artefacts are documented in the Quality Management Plan. The quality assurance and control activities related to project deliverables are documented in the Deliverables Acceptance Management Plan.
- Perform Quality Assurance: the quality assurance activities will be performed by the Project Core Team (PCT), by the Project Manager (PM), by the Business Manager (BM), by the Project Steering Committee and by the Project Working Group. These activities will include artefact reviews and approvals, Project Review Meetings, milestone reviews, phase-exit reviews, deliverables reviews and a stakeholders' satisfaction questionnaire.
- Perform Quality Control: the Quality Review Checklist will be used by the Project Manager (PM) for evaluating the quality control activities and to validate compliance with the plans in terms of scope, time, cost, quality, project organization, communication, risks, contracts, and client satisfaction. Additionally, the Project Manager (PM) will summarize and document the Quality Review Checklist findings, their impact, recommendations along with any remediation/improvement actions. The project logs will then also be used to document related risk, issues, decisions and changes.
- Perform Deliverables Acceptance: the Deliverables Acceptance Checklist supports the monitoring of the status of all activities that are pre-condition to the delivery of project outputs to the Project Owner (PO) and the formal acceptance from him/her. Project deliverables are accepted if the acceptance activities (as described in the Deliverables Acceptance Management Plan) are successfully performed and within the pre-specified tolerances. The Project deliverables may be conditionally accepted even with a set of known issues, provided that these are documented and that there is a plan for addressing them.

- Perform Final (Project) Acceptance: the final acceptance is obtained from the Project Owner (PO), through the Project Acceptance Note.

3.10. Transition Management

The Transition Management approach is documented in the Transition Plan and it describes the pre-requisites for rolling out the project deliverables such as the definition of the implementation roadmap, the communication of the configuration procedures to manage the new projects and to archive/maintain the projects closed before October 201X, the delivery of the operational procedures related to the Project Support Team and the creation of the Unit's Wiki and project repository. Moreover, a backup scenario will be defined in case the methodology is not available until July 201X.

4. PROJECT PROGRESS MEASUREMENT

4.1. Project Progress Measuring Approach

Project progress will be measured by tracking the planned effort in k€*% of completion, per Work Package. Additionally, the performance of schedule (Progress / Planned effort *100) and budget (Progress /Actual effort * 100) will be also measured.

4.2. Project Reports

This project will communicate project status and performance in the Project Status Report (weekly), Project Progress Report (monthly) and in the Project-end Report (at the end of the project).

4.3. Project Checklists

The project control activities will be performed based on the following checklists:

- Quality Review Checklist;
- Phase-exit Review Checklist;
- Deliverables Acceptance Checklist;
- Transition Checklist;
- Business implementation Checklist.

5. PROJECT ROLES & RESPONSIBILITIES

5.1. Consolidated Responsibilities Assignment Matrix (RAM/RASCI)

The following table describes the responsibility of each of the project roles in carrying through various project management activities and creating project plans and documents.

Initiating	AGB	PSC	PO	BM	UR	SP	PM	PCT
Project Initiation Request	I	NA	A/S	R	S/C	I	N/A	N/A
Business Case	I	C	A	R	C	S	S	N/A
Project Charter	I	C	A	S	C	S	R	C
Planning	AGB	PSC	PO	BM	UR	SP	PM	PCT
Planning Kick-off Meeting	I	A	C	S	C	C	R	C
Project Handbook	I	I	A	S	C	I	R	C
Project Stakeholder Matrix	I	I	A	S	C	I	R	C
Project Work Plan	I	A	C	S/C	C	C	R	S/C
Resource Plan	I	I	A	S	C	I	R	C
Business Implementation Plan	I	I	A	R	C	I	S	I
Transition Plan	I	A	C	C	C	C	R	C
Project Change Management Plan	I	I	A	C	I	I	R	I
Risk Management Plan	I	C	A	C	I	I	R	I
Issue Management Plan	I	I	A	C	C	I	R	C
Communications Management Plan	I	I	A	S	C	I	R	C
Quality Management Plan	I	A	C	C	C	C	R	C
Deliverables Acceptance Mgt Plan	I	A	C	S	I	C	R	C
Executing	AGB	PSC	PO	BM	UR	SP	PM	PCT
Executing Kick-off Meeting	I	A	C	S/C	C	C	R	C
Project Coordination	I	I	A	S	I	I	R	I
Quality Assurance	I	I	I	S	C	I	A	R
Project Reporting	I	I	A	S/C	I/C	I/C	R	C
Information Distribution	I	I	A	C	I	I	R	C
Monitor & Control	AGB	PSC	PO	BM	UR	SP	PM	PCT
Monitor Project Performance	I	I	A	C	C	I	R	C
Control Schedule	I	I	A	C	C	I	R	C
Control Cost	I	I	A	C	C	I	R	C
Manage Quality	I	I	I	S/C	C	A	R	C
Manage Project Changes	I	C	A	S	I	I	R	C
Manage Risks	I	C	A	S/C	C	I	R	C
Manage Issues & Decisions	I	I	A	S	C	I	R	C
Manage Stakeholders	I	I	A	C	I	C	R	I
Manage Deliverables Acceptance	I	I	A	S	C	C	R	C
Manage Transition	I	A	C	C	C	C	R	C
Manage Business Implementation	I	I	A	R	C	I	S	I
Closing	AGB	PSC	PO	BM	UR	SP	PM	PCT
Project-End Review Meeting	I	A	C	S	C	C	R	C
Project-End Report	I	A	C	S	C	C	R	C
Administrative Closure	I	C	A	C	I	C	R	I

5.2. Description of Project Roles and Responsibilities

This project will follow the Standard PM² Roles and Responsibilities and there are no deviations from the Standard Roles, except for the Project Support Team, which will be created as an output of this project.

5.2.1. Project Stakeholders

Description
<p>There are multiple persons in the organisation that are the stakeholders for a project.</p> <ul style="list-style-type: none"> • In general, a project stakeholder is any person or organisation who has an interest for the project and can be either positively or negatively affected by the project. • The Project stakeholder may also influence the project and its deliverables.
Responsibilities
<ul style="list-style-type: none"> • Other Units within DG XX that have shared projects with Unit ZZ should join the working group and give feedback on the tailoring of the PM² methodology, as well as contribute to the definition of the transition roadmap and procedures for the on-going projects. • Contractors need to agree on a set of artefacts and processes that they need to follow for the on-going and new projects within the Unit. • The Member States entities should understand the changes performed on the reporting process and artefacts within the Unit and clarify any doubt if needed. • The Portfolio Office needs to revise the following artefacts templates: Business Case, Project Charter, Project Progress Report and Project-End Report. Based on the review, the Project Management Board should approve these templates. • The Project Management Office should revise the PM² methodology and give any suggestion for improving the monitor and control process, if adequate. • The Procurement should validate if the PM² processes and procedures are aligned with the Procurement procedures. • The IAS will validate if the audit findings were covered by this project.

5.2.2. Project Steering Committee (PSC)

Description
<p>The permanent members of the committee are:</p> <ul style="list-style-type: none"> • Project Owner (PO) that usually chairs the committee and is typically a Head of Unit or Director from the user DG • Business Manager (BM) that is a delegate of the Project Owner (PO) and acts on their behalf. • Solution Provider (SP) that assumes the overall accountability for the deliverables and services requested by the Project Owner (PO). • Project Manager (PM) that assumes responsibility for project deliverables <p>The optional members of the committee are:</p>

<ul style="list-style-type: none"> User Representatives (UR) that represent the interests of the users to the project.
Responsibilities
<ul style="list-style-type: none"> Champions the project, raising awareness at senior level. Guides and promotes the successful execution of the project at a strategic level. Provides high level monitor and control of the project. Authorises plan deviations, scope changes with high project impact and decides on recommendations. Arbitrates on conflicts and negotiates solutions to important problems. Drives and manages change in the organisation. Ensures adherence to organisation policies and directions. Approves and signs-off all key management milestone artefacts (Business Case, Project Charter, Project Handbook, Project Work Plan, etc).

5.2.2.1. Project Owner (PO)

Description
<ul style="list-style-type: none"> She/he is typically a Head of Unit in a DG.
Responsibilities
<ul style="list-style-type: none"> Acts as the project champion promoting the success of the project. Chairs the PSC. Sets the business objective and defines the Business Case for the project. Owens the project risks and assures proper project outcomes are in-line with business objectives and priorities. Mobilises the necessary resources for the project in accordance to the budget. Monitors project progress regularly. Provides leadership and strategic direction to the Business Manager (BM) and Project Manager (PM). Coordinates resolution of issues and conflicts. Ensures that the project outcome meets the business expectations. Drives organisation change, mobilises necessary resources and monitors proper evolution and change implementation. Approves and signs-off all key management milestone artefacts (Business Case, Project Charter Document, Project Work Plan, etc.).

5.2.2.2. Business Manager (BM)

Name	Business Manager (BM)
Description	<ul style="list-style-type: none"> Acts on a daily basis on behalf of the Project Owner (PO)
Responsibilities	<ul style="list-style-type: none"> Assists the Project Owner (PO) on the specification of the project and the main business objectives. Communicates with the User Representatives (UR) and acts as a liaison towards the supplier organisation. Establishes and guarantees an efficient collaboration and communication channel with the Project Manager (PM). Manages the business (requestor) side activities of the project.

	<ul style="list-style-type: none"> • Leads the implementation of the business changes within the users DG as defined by the project objectives. • Ensures that the business organisation is ready to accommodate and employ the final project product once delivered from the provider organisation. • Coordinates the schedule and delivery of user training (and production of necessary user support material). • Devises the best track for business change or reengineering actions, when needed. • Establishes the Service Level Agreement (SLA) on behalf of the business organisation and the users.
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5.2.2.3. Solution Provider (SP)

Name	Solution Provider (SP)
Description	<ul style="list-style-type: none"> • S/he is typically a Head of Unit (IRM within the IT organisation)
Responsibilities	<ul style="list-style-type: none"> • Assumes the overall accountability for project deliverables and services requested by the Project Owner (PO). • May help the Project Owner (PO) define the Business Case and objectives for the project. • Represents the interests of those designing, delivering, procuring, and implementing the project's deliverables. • Agrees on objectives for the supplier activities and approves the contractor's deliverables for the project (if applicable). • Mobilises the needed resources from the supplier side and appoints the Project Manager (PM).

5.2.2.4. Project Manager (PM)

Name	Project Manager (PM)
Description	<ul style="list-style-type: none"> • Assumes responsibility for project deliverables
Responsibilities	<ul style="list-style-type: none"> • Proposes and executes the project plans as approved by Project Steering Committee (PSC). • Daily manages and coordinates the Project Core Team (PCT) activities and resources. • Ensures that project objectives are achieved within the quality, time, and cost objectives. • Manages stakeholder's expectations. • Ensures that all key management milestone artefacts are delivered and approved by the Project Owner (PO) such as the Project Charter, Business Case, relevant project plans, etc. • Communicates and reports project progress to the Project Steering Committee (PSC). • Performs risk management for project related risks. • For IT Projects: ensures the interoperability and integration of the different project related IT deliverables, systems, services and applications.

5.2.3. Business Implementation Group (BIG)

Name	Business Implementation Group (BIG)
Description	<ul style="list-style-type: none"> The Business Implementation Group (BIG) consists of representatives from the business and user groups. The Business Implementation Group (BIG) is responsible for implementing the business changes that need to be in place in order for the organisation to be able to effectively integrate into every day work the project deliverables.
Responsibilities	<ul style="list-style-type: none"> Under the coordination of the Business Manager (BM), the Business Implementation Group (BIG) plans and implements the activities needed to achieve the desired business changes as described in the Business Case and the Business Implementation Plan. Analyses the impact of the project implementation to the ongoing operations and existing business processes, the people and the culture of the organisation. Participates in the redesign or updating of any affected business processes. Implements organisational change activities that fall under the scope of the project.

5.2.4. User Representatives (URs)

Name	User Representatives (URs)
Description	<ul style="list-style-type: none"> Represent the interests of the users in the project. User Representatives (URs) are also part of the Business Implementation Group (BIG). Involving the User Representatives (URs) throughout the project is important, as they gain visibility of project activities and gain a sense of ownership and motivation, which ensures that the deliverables are fit for business purpose.
Responsibilities	<ul style="list-style-type: none"> Help define business needs and requirements. Ensure that the project specifications and deliverables meet the needs of all users. Approve on behalf of the users the project specification, and acceptance criteria. Communicate and prioritise user opinions on Project Steering Committee (PSC) decisions on whether to implement recommendations on proposed changes. Sign-off documents related to the users (documentation, requirements, etc.). Perform the user acceptance tests. Participate in demonstrations and pilot phases as needed. May also play the role of the Data Owner (when applicable).

5.2.5. Project Core Team (PCT)

Name	Project Core Team (PCT)
Description	<ul style="list-style-type: none"> Consists of the roles responsible for the implementation of the project deliverables. The composition and structure of the Project Core Team (PCT) depends on the size and type of the project (e.g. IT project, policy development project, etc.) and is defined by the Project Manager (PM).
Responsibilities	<p>Under the coordination of the Project Manager (PM), the Project Core Team (PCT):</p> <ul style="list-style-type: none"> Contributes in the elaboration of the project scope and the planning of the project activities. Performs the project activities according to the project work plan and schedule. Provides information to the Project Manager (PM) regarding the progress of activities. Participates in project meetings as needed and contributes to the resolution of issues. Participates in the Project-End Meeting to derive and document useful lessons learned for the organisation.

5.2.6. Project Support Team (PST) – Not a Standard Role

Name	Project Support Team (PST)
Description	<ul style="list-style-type: none"> The PST roles will be assumed by specific team members The PST roles will be provided as horizontal services by the Unit ZZ.
Responsibilities	<ul style="list-style-type: none"> Advice Unit staff on PM² methodology and provide guidance on administrative services related to project management; Monitoring projects performance and produce consolidated reporting to the Heads of Sector and to the Head of Unit; Review the reporting to external entities, in order to guarantee the quality of the deliverables; Manage the content of the wiki, including updating the artefacts templates for continuous improvement; Guarantee the correct application of the configuration management process in the Project Repository; Be the first level support for PM² methodology and centralise the contact to DIGIT 01 PM² team (second level support); Perform reviews of projects within the Unit, in terms of verifying the compliance with the project management methodology and corporate processes.

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

ID	Reference or Related Document	Source or Link/Location
1	03.Project_Charter. Roll-out of PM ² within DG XX, Unit ZZ.22-02-201X.V.1.0.docx	U:\METHODS\PM ² @UnitZZ\01 Initiating\
2	11.Project_Stakeholder_Matrix. Roll-out of PM ² within DG XX, Unit ZZ.15-03-201X.v1.0.xls	U:\METHODS\PM ² @UnitZZ\02 Planning\
3	Project folder	U:\METHODS\PM ² @UnitZZ
4	COM(200X) XX “Communication from the Commission to the European Parliament and the Council on the XXX”	20/10/200x, European Commission

DG XX
Unit ZZ

Project Stakeholder Matrix

Roll-out of PM² within DG XX, Unit ZZ

Date: 15/03/201X
Doc. Version: 1.0



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DG	Unit	Team	Name	notes	Impact	Teams						Roles					Support					Operational Roles						Other	Comments
						Appropriate Governance Body (AGB)	Project Steering Committee (PSC)	Project Core Team (PCT)	Project Support Team (PST)	Business Implementation Group (BIG)		Project Owner (PO)	Business Manager (BM)	Solution Provider (SP)	Project Manager (PM)		Project Support Officer (PSO)	Assistant Project Manager (APM)	Project Quality Assurance (PQA)	Contractor Project Manager (CPM)		User Representative (URs)	User	Business Analyst	Support	Consultant	Contractors		
XX	ZZ		Mr Y			X						X																	Head of Unit ZZ
XX	ZZ	1	Mr X			X							X																Deputy of the Head of Unit ZZ
XX	ZZ	2	Ms A			X									X														Team Leader - Team 2
XX	ZZ	1 + 2	Mr SP			X								X															Head of Sector of Unit ZZ
XX	ZZ	1	Mr B					X																					Intra-muros PM
XX	ZZ	2	Ms C					X																					Intra-muros PM
DIGIT	MIA	PM ²	Mr N					X	X																				Intra-muros Senior Consultant
DIGIT	MIA	PM ²	Ms M					X	X																				Intra-muros Senior Consultant
XX	ZZ	3	Mr D							X												X							Head of Sector Team 3
XX	ZZ	4	Mr E							X												X							Head of Sector Team 4
XX	ZZ	5	Ms F							X												X							Head of Sector Team 5
XX	ZZ	2	Mr G							X												X							Official from Team 2
XX	ZZ	3	Ms H							X												X							Official from Team 3
XX	ZZ	4	Mr I							X												X							Official from Team 4
XX	ZZ	5	Ms J							X												X							Official from Team 5
XX	PROCUREMENT		Mr P																							X			Head of Procurement Unit
Agency	XX-1		Mr MS																			X							Representative of the MS
XX	Working Group (Unit A, B and C)		Mr S MS U Mr V							X												X							Head of Sector Unit S Head of Sector Unit U Head of Sector Unit V
XX	Portfolio Office		Mr L			X																							Head of the Portfolio Office
XX	PMO		Mr O														X												Head of the PMO
IAS			Ms R																								X		Head of the Portfolio Office

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DG XX
Unit ZZ

Project Work Plan

Roll-out of PM² within DG XX, Unit ZZ

Date: 15/03/201X
Doc. Version: 1.0



PM² Template v2.1.0 (Oct. 2013)

Document Control Information

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Project Title:	Roll-out of PM ² within DG XX, Unit ZZ
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NOTE: All Approvers are required. Records of each approver must be maintained. All Reviewers in the list are considered required unless explicitly listed as Optional.

Name	Role	Action	Date
Mr Y	Project Owner	Approved	15/03/201X

Document history:

The Document Author is authorized to make the following types of changes to the document without requiring that the document be re-approved:

- Editorial, formatting, and spelling
- Clarification

To request a change to this document, contact the Document Author or Owner.

Changes to this document are summarized in the following table in reverse chronological order (latest version first).

Revision	Date	Created by	Short Description of Changes
1.0	15/03/201X	Mr Y	First approved version.

Configuration Management: Document Location

The latest version of this controlled document is stored in U:\METHODS\PM²@UnitZZ\02 Planning\.

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1. INTRODUCTION

The Project Work Plan documents all project activities needed to achieve the goals of the improvement of PM practice within unit ZZ, along with their detailed effort/cost estimates, their schedule and resulting project duration and resource requirements. The Project Work Plan will be used as the basis to monitor the progress and control the project.

The Project Work Plan is comprised of three parts:

1. **Work Breakdown:** a hierarchical description of all the work that must be done to meet the goals of the project, and contributes towards the better understanding of the project scope and establishes a common basis for all stakeholders.
2. **Effort & Cost Estimates:** estimates of effort/cost for each project task depending upon resource availability and capability.
3. **Project Schedule:** the planned schedule for project tasks which will be used to implement the project and monitor its progress.

The Project Work Plan includes the estimated effort/cost and schedule for ALL project activities, including the ones identified and described in other project plans (i.e. Transition Plan and Business Implementation Plan) as well as project management activities related to Risk Management, Quality Management (e.g. scheduled project evaluation or audits) and Deliverables Acceptance.

Note that this document will always contain the latest baselined plan. References to previous versions of this document (for the purposes of tracing changes) along with the relevant status reports are found in the Appendix 1: REFERENCES AND RELATED DOCUMENTS.

2. WORK BREAKDOWN

This section presents the breakdown of the project into smaller and more manageable components such as deliverables, work packages, activities, and tasks. Each lower level of the representation offers a finer level of detail of the deliverables and work that all together define the project output(s) and the work involved to produce them.

Each component of the work breakdown has a unique type (e.g. Deliverable, Activity, Task, Work Package), a name and an ID. The ID convention followed is described below:

- The Project itself is the first level of the breakdown and its component ID is 1.0.
- The second level (be it deliverables or groupings of work) is codified with an increase of the second digit and is therefore represented with 1.1 for the first component, 1.2 for the second etc.
- Similarly, the third level is codified with an increase in the third digit (i.e. 1.1.1, 1.1.2, 1.2.1, 1.2.2. etc.).

Work Breakdown Structure

The chosen approach for the project breakdown is work-based breakdown, as described in the 12.1 Project Work Plan – Scheduling and Resource Usage. The location of this artefact is referred in the Appendix 1.

The main work components are described below:

Work Breakdown Component Description
1.1 Project Management <p>This component refers to the activities needed to manage the project, i.e documentation and maintenance of the project management artefacts, planning of project management meetings and monitoring and control activities related to change, quality, deliverables acceptance, risk and issue management.</p>
1.2 Tailoring of PM² to Unit's needs <p>This component refers to the tailoring of the PM² methodology to the Unit's needs. It will include the definition of the governance model, the roles and responsibilities within the Unit, the project management processes and the review of the interfaces with other EC/DG XX processes.</p> <p>Project management artefacts (32 templates) will be also tailored, particularly in the case of the reporting (4 templates) and outsourcing artefacts (1 template). The template for the outsourcing report will be developed from scratch.</p> <p>A kick-start guide (around 5 pages) will be developed with the steps to be followed when initiating a project and with the links to useful information.</p> <p>These artefacts will be reviewed by the Working Group and by the Portfolio Office and approved by the Project Management Board (PMB).</p>
1.3 Unit's PM² Wiki <p>The Unit's PM² Wiki will be built with the image of DG XX and will include the following menus:</p> <ul style="list-style-type: none"> • Overview of PM² - Summary of the PM² methodology and the available resources from the PM² Team; • Unit ZZ PM² Methodology – Overview of the PM² methodology tailored to the Unit's needs, the roadmap for transition, the governance model and the roles & responsibilities; • Guidelines – Guidelines to help project participants to use the tailored PM² methodology. These guidelines will be structured by PM² phases; • Templates: repository of the available templates for project management; • Dashboard: selection of a set of KPIs and metrics to evaluate projects' performance. All Unit's projects will be listed in the Dashboard and the information will be updated monthly based on the Progress Reports. <p>The communication of the Wiki will be performed on different communication media, e.g. DG XX site, emails, newsletter, leaflets and posters.</p>
1.4 Central Project Repository <p>The projects repository will be built on Sharepoint and will take into account the specifications from the Document Management Officer and the defined configuration management procedure. This repository will include a Lessons Learned database organised by categories. The look & feel will follow the one of the Wiki.</p> <p>The communication of the Central Project Repository will be performed on different communication media, e.g. DG XX site, emails, newsletter, leaflets and posters.</p>
1.5 Set-up of the Project Support Team (PST) <p>The Project Support Team will be composed by one member of the PCT and it will continue operational after the project ends. This delivery of the project will include the definition of the governance model, the roles and responsibilities and the processes that will be used by the team. Moreover, it will define and implement the administrative procedures related to project management and perform project monitoring and control.</p> <p>The main roles for this team are:</p> <ul style="list-style-type: none"> • Advice Unit staff on PM² methodology and provide guidance on administrative services related to project management; • Monitoring projects performance and produce consolidated reporting to the Heads of Sector and to

the Head of Unit;

- Review the reporting to external entities, in order to guarantee the quality of the deliverables;
- Manage the content of the wiki, including updating the artefacts templates for continuous improvement;
- Guarantee the correct application of the configuration management process in the Project Repository;
- Be the first level support for PM² methodology and centralise the contact to DIGIT 01 PM² team (second level support);
- Perform reviews of projects within the Unit, in terms of verifying the compliance with the project management methodology and corporate processes.

1.6 Transition Management

Transition management will include the following deliverables:

- **Transition Roadmap:**
This roadmap is the "big picture" of how and when on-going projects will change the project management methodology from "as is" to "to be" – PM² methodology. Moreover, a new project management governance will be in place, so the transition roadmap also identifies from when the new governance will be operational, e.g. the Project Support Team.
- **Transition Procedures for users:** elaboration of detailed procedures to help the Project Managers to handle transition.
- **Pilot Project:**
When identifying the "as is" processes, the pilot project will be selected from the portfolio of projects. The characteristics that the selected project needs to fulfil are:
 - Being a project managed within the Unit;
 - The project should begin in March 201X;
 - The duration of the project should be around 3 months;
 - The Project Manager is motivated and willing to drive the pilot.

The Project Core Team (PCT) will follow the pilot on a weekly basis, attending the Pilot Project Follow-up Meetings. The agenda of these meetings will include the discussion of the benefits and constraints found when applying the methodology and the opportunities for improvement.
- **Workshop:**
The workshop will invite all Project Managers and Business Managers within the Unit and will consist on the discussion of the Unit's projects status related to the adoption of the methodology and the main constraints faced during the transition process. The PM² Team will be coaching the workshop and will help the Project Managers and Business Managers to find solutions for their constraints/issues.

1.7 Business Implementation Management

Business implementation activities will include the following deliverables:

- **Production of the communication material:**
The communications items for this project are defined in the Communications Management Plan. The communication/promotional material for this project will be: leaflets, posters and a kick-start guide. The design of these materials will be performed by the DG XX Communication Unit. The content for each communication will be transmitted in meetings with DG XX Communication Unit. The promotional items and the communication to external entities will be sent to the identified stakeholders as described in the Communications Management Plan
- **Awareness Sessions:**
This component includes two awareness sessions, one in the beginning of the project and another when the methodology is already available for use. The first awareness session aims to inform the audience of the project objectives, scope, milestones and the impact on the Unit's way of working.
The second awareness session aims to communicate the available deliverables of the project and the status of the on-going activities.

- **Training:**

The training courses are coordinated by the Business Manager and delivered by DTS. Special sessions will be available on Syslog for the Unit's staff and they are mandatory. The scheduling of the training sessions will be performed in the beginning of the project to guarantee staff availability. The training documentation will be delivered by DTS.

3. EFFORT & COST ESTIMATES

This section documents the reasoning and final effort and cost estimates of the project activities. The work breakdown of Section 2 is the input for the estimation.

This project will be mainly executed by 2 Officials (0.5 FTE) and 2 intra-muros in the first year and maintained by 1 intra-muros and 0.2 FTEs of an Official, from the Unit ZZ.

Support/coaching will be performed by DIGIT 01.

The project will have an estimated total cost of 38,801€ + 0.7 FTE for 201X and a TCO of 105 K€ + 0.2 FTE.

Work Breakdown description		Effort (FTE)	Total Cost (Euros)
1.1	Project Management	0.34	2,255 €
1.2	Tailoring of PM ² to Unit's needs	0.03	6,425 €
1.3	Unit's PM ² Wiki	0.00	3,075 €
1.4	Central Project Repository	0.00	2,138 €
1.5	Set-up of the Project Support Team (PST)	0.00	2,494 €
1.6	Transition Management	0.15	6,395 €
1.7	Business Implementation Management	0.1	16,019 €
Total		0.62	38,801 €

4. PROJECT SCHEDULE

The main project milestones are as following:

ID	Milestone Description	Target Delivery Date
	Initiating Phase	22 February 201X
1	Definition of the context, impact and outcomes of the envisaged solution	18 January 201X
2	Business Case approved	01 February 201X
3	Project Charter approved	22 February 201X
	Planning Phase	15 March 201X
4	Project planning artefacts approved	15 March 201X
	Executing Phase	5 July 201X
5	Identification of the gap between "As is" and "To be" and creation of a working group for interaction with other Units	15 March 201X

ID	Milestone Description	Target Delivery Date
6	Executing Kick-off Awareness Session	15 March 201X
7	Communication material delivered	15 April 201X
8	Approval of the tailored PM ² Methodology by the DG XX Project Management Board	16 April 201X
9	Approval of the Transition Roadmap and Procedures	16 April 201X
10	Creation of the Unit's PM ² Wiki and project repository	23 April 201X
11	Project Support Team officially operational	29 April 201X
12	Training completed	07 May 201X
13	Awareness Sessions completed	10 May 201X
14	Execution of the pilot completed	26 June 201X
15	Follow-up of running projects transition completed	02 July 201X
16	Workshop performed	05 July 201X
17	Formal deliverables acceptance	05 July 201X
	Closing Phase	12 July 201X
18	Project Final Acceptance	11 July 201X
19	Project closed	12 July 201X

The project scheduling activities are detailed in the 12.1 Project Work Plan - Resource Usage. The location of this artefact is referred in the Appendix 1.

5. RELATED PM² PLANS

Project Handbook

The Project Handbook establishes the high-level approach for implementing the project goals, which includes required documentation, standards to be considered and the high level summary of the quality and configuration management approach. The location of this artefact is found in the Appendix 1.

Resource Plan

The Resource Plan captures all types of resources requirements, plan and costs and the skills and training needs to be foreseen for the project. This plan includes the identification of the required profiles for deliverables testing and acceptance, as well as the need of other type of

resources such as equipment, tools and licenses. The location of this artefact is found in Appendix 1.

Other Related Plans

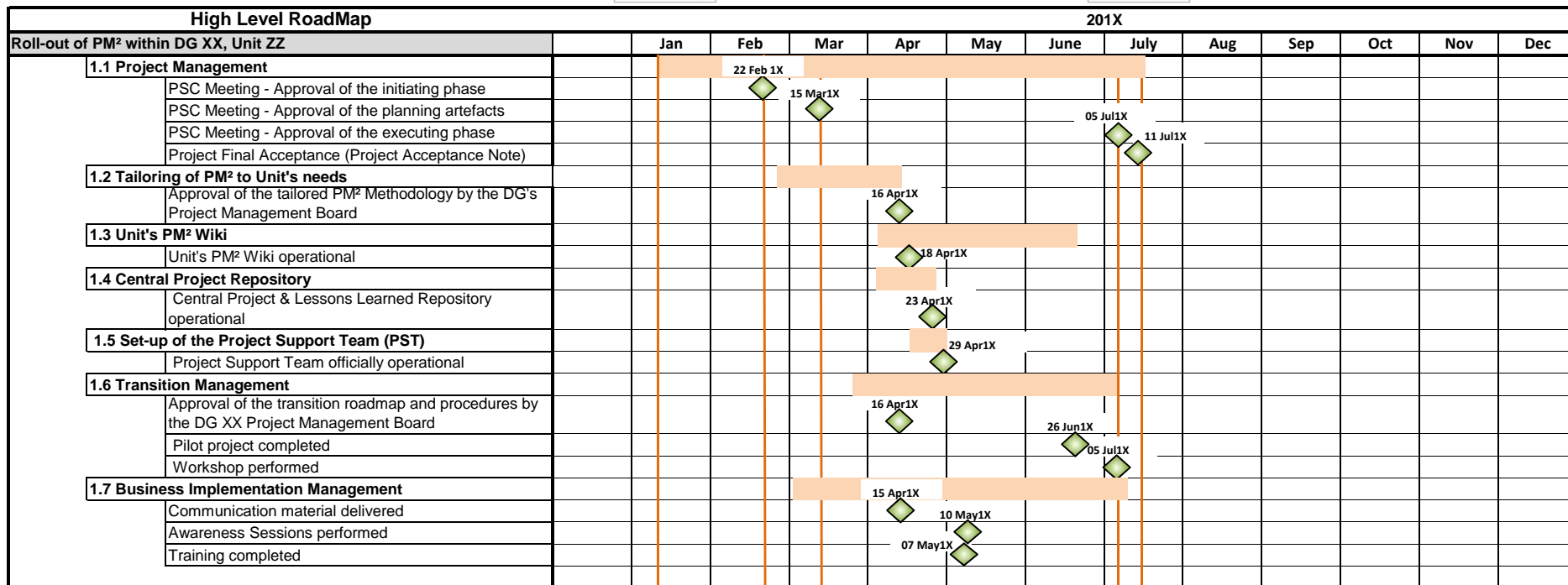
1. Communications Management Plan
2. Quality Management Plan
3. Deliverables Acceptance Management Plan
4. Transition Plan
5. Business Implementation Plan

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

ID	Reference or Related Document	Source or Link/Location
1	03.Project_Charter. Roll-out of PM ² within DG XX, Unit ZZ.22-02-201X.V.1.0.docx	U:\METHODS\PM ² @UnitZZ\01 Initiating\
2	04.Project_Handbook. Roll-out of PM ² within DG XX, Unit ZZ.15-03-201X.v1.0.docx	U:\METHODS\PM ² @UnitZZ\02 Planning\
3	11.Project_Stakeholder_Matrix. Roll-out of PM ² within DG XX, Unit ZZ.15-03-201X.v1.0.xls	U:\METHODS\PM ² @UnitZZ\02 Planning\
4	13.Resource_Plan. Roll-out of PM ² within DG XX, Unit ZZ.15-03-201X.v1.0.docx	U:\METHODS\PM ² @UnitZZ\02 Planning\
5	12.1 Project Work Plan-Resource Usage. Roll-out of PM ² within DG XX, Unit ZZ.15-03-201X.v1.0.xlsx	U:\METHODS\PM ² @UnitZZ\02 Planning\
6	Project folder	U:\METHODS\PM ² @UnitZZ

11 Jan 1X

12 Jul 1X



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Task Name	Work (hours)	Duration	Start	Finish
1. Roll-out of PM² within DG XX, Unit ZZ	2,041.47	131 days	Fri 11/01/1X	Fri 12/07/1X
1.1 Project Management	612.97	131 days	Fri 11/01/1X	Fri 12/07/1X
1.1.1 Initiating Phase	94.00	31 days	Fri 11/01/1X	Fri 22/02/1X
1.1.1.1 Project Initiation Request	9.00	6 days	Fri 11/01/1X	Fri 18/01/1X
1.1.1.1.1 Elaboration of the Project Initiation Request (PIR)	6.00	3 days	Fri 11/01/1X	Tue 15/01/1X
Mr X	6.00		Fri 11/01/1X	Tue 15/01/1X
1.1.1.1.2 Discussion on the PIR with the Project Owner and PIR updating	2.00	2 days	Tue 15/01/1X	Wed 16/01/1X
Mr Y	1.00		Tue 15/01/1X	Wed 16/01/1X
Mr X	1.00		Tue 15/01/1X	Wed 16/01/1X
1.1.1.1.3 PIR approval	1.00	2 days	Thu 17/01/1X	Fri 18/01/1X
Mr Y	1.00		Thu 17/01/1X	Fri 18/01/1X
1.1.1.2 Business Case	33.00	10 days	Fri 18/01/1X	Thu 31/01/1X
1.1.1.2.1 Collection of requirements with the main stakeholders	8.00	4 days	Fri 18/01/1X	Wed 23/01/1X
Mr X	8.00		Fri 18/01/1X	Wed 23/01/1X
1.1.1.2.2 Elaboration of the Business Case (BC)	16.00	3 days	Thu 24/01/1X	Mon 28/01/1X
Mr X	16.00		Thu 24/01/1X	Mon 28/01/1X
1.1.1.2.3 Review of the BC	8.00	2 days	Tue 29/01/1X	Wed 30/01/1X
Mr Y	1.60		Tue 29/01/1X	Wed 30/01/1X
Mr X	6.40		Tue 29/01/1X	Wed 30/01/1X
1.1.1.2.4 BC approval	1.00	1 day	Thu 31/01/1X	Thu 31/01/1X
Mr Y	1.00		Thu 31/01/1X	Thu 31/01/1X
1.1.1.3 Project Charter	52.00	16 days	Fri 01/02/1X	Fri 22/02/1X
1.1.1.3.1 Detail requirements with the main stakeholders	16.00	6 days	Fri 01/02/1X	Fri 08/02/1X
Ms A	16.00		Fri 01/02/1X	Fri 08/02/1X
1.1.1.3.2 Elaboration of the Project Charter (PC)	24.00	4 days	Mon 11/02/1X	Thu 14/02/1X
Ms A	24.00		Mon 11/02/1X	Thu 14/02/1X
1.1.1.3.3 Review of the PC	8.00	3 days	Fri 15/02/1X	Tue 19/02/1X
Mr Y	2.67		Fri 15/02/1X	Tue 19/02/1X
Mr X	2.67		Fri 15/02/1X	Tue 19/02/1X
Ms A	2.67		Fri 15/02/1X	Tue 19/02/1X
1.1.1.3.4 PC approval	4.00	3 days	Wed 20/02/1X	Fri 22/02/1X
Mr Y	4.00		Wed 20/02/1X	Fri 22/02/1X
PSC Meeting - Approval of the Initiating Phase	0.00	0 days	Fri 22/02/1X	Fri 22/02/1X
Mr Y	0.00		Fri 22/02/1X	Fri 22/02/1X
Mr X	0.00		Fri 22/02/1X	Fri 22/02/1X
Ms A	0.00		Fri 22/02/1X	Fri 22/02/1X
Mr SP	0.00		Fri 22/02/1X	Fri 22/02/1X
1.1.2 Planning Phase	119.97	16 days	Fri 22/02/1X	Fri 15/03/1X
1.1.2.1 Planning Kick-off Meeting	8.00	1 day	Fri 22/02/1X	Fri 22/02/1X
Mr Y	2.13		Fri 22/02/1X	Fri 22/02/1X
Mr X	1.60		Fri 22/02/1X	Fri 22/02/1X
Ms A	2.13		Fri 22/02/1X	Fri 22/02/1X
Mr SP	2.13		Fri 22/02/1X	Fri 22/02/1X
1.1.2.2 Documentation of the Project Management Artefacts	107.97	15 days	Mon 25/02/1X	Fri 15/03/1X
1.1.2.2.1 Elaboration of the Project Handbook and the Stakeholder Matrix	15.23	2 days	Mon 25/02/1X	Tue 26/02/1X
Mr X	8.47		Mon 25/02/1X	Tue 26/02/1X
Ms A	6.77		Mon 25/02/1X	Tue 26/02/1X
1.1.2.2.2 Elaboration of the Project Plans:	62.73	8 days	Mon 25/02/1X	Wed 06/03/1X
1.1.2.2.2.1 Project Work Plan	17.4	3 days	Mon 25/02/1X	Wed 27/02/1X
Mr X	7.2		Mon 25/02/1X	Wed 27/02/1X
Ms A	10.2		Mon 25/02/1X	Wed 27/02/1X
1.1.2.2.2 Resource Plan	4	1 day	Tue 26/02/1X	Wed 27/02/1X
Mr X	2		Tue 26/02/1X	Wed 27/02/1X
Ms A	2		Tue 26/02/1X	Wed 27/02/1X
1.1.2.2.3 Transition Plan	3	1 day	Thu 28/02/1X	Thu 28/02/1X
Ms A	3		Thu 28/02/1X	Thu 28/02/1X
1.1.2.2.4 Business Implementation Plan	6.33	1 day	Thu 28/02/1X	Thu 28/02/1X
Mr X	5.33		Thu 28/02/1X	Thu 28/02/1X
Ms A	1		Thu 28/02/1X	Thu 28/02/1X
1.1.2.2.5 Communications Management Plan	9	1 day	Fri 01/03/1X	Fri 01/03/1X
Mr X	4		Fri 01/03/1X	Fri 01/03/1X
Ms A	5		Fri 01/03/1X	Fri 01/03/1X
1.1.2.2.6 Project Change Management Plan	3	1 day	Thu 28/02/1X	Fri 01/03/1X

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Effort in Hours of the Project Organisation										
#	Work Component Description	Project Owner Mr Y	Solution Provider Mr SP	Project Manager Ms A	Business Manager Mr X	PM² Mr N	PM² Ms M	Intra-muros 1 Mr B	Intra-muros 2 Ms C	Total
1.1	Project Management	35.47	10.13	303.59	112.49	42.07	42.07	30.07	30.07	605.96
1.2	Tailoring of PM² to Unit's needs	4	0	17	23.94	0	0	91.67	79.66	216.27
1.3	Unit's PM² Wiki	0	0	0	0	0	0	82	0	82
1.4	Central Project Repository	0	0	4	0	0	0	0	57	61
1.5	Set-up of the Project Support Team (PST)	0	0	0	0	0	0	29.5	37	66.5
1.6	Transition Management	4	4	86	40	0	110	0	170.55	414.55
1.7	Business Implementation Management (BIP)	0	0	8	78	76	0	130	137.18	429.18

Effort in Days of the Project Organisation												
#	Deliverable Description	Project Owner Mr Y	Solution Provider Mr SP	Project Manager Ms A	Business Manager Mr X	PM² Mr N	PM² Ms M	Intra-muros 1 Mr B	Intra-muros 2 Ms C	SUM	Total FTE	Project Total Cost
1.1	Project Management	4.43	1.27	37.95	14.06	5.26	5.26	3.76	3.76	75.75	0.34	2,255.25
1.2	Tailoring of PM² to Unit's needs	0.50	0.00	2.13	2.99	0.00	0.00	11.46	9.96	27.03	0.03	6,424.88
1.3	Unit's PM² Wiki	0.00	0.00	0.00	0.00	0.00	0.00	10.25	0.00	10.25	0.00	3,075.00
1.4	Central Project Repository	0.00	0.00	0.50	0.00	0.00	0.00	0.00	7.13	7.63	0.00	2,137.50
1.5	Set-up of the Project Support Team (PST)	0.00	0.00	0.00	0.00	0.00	0.00	3.69	4.63	8.31	0.00	2,493.75
1.6	Transition Management	0.50	0.50	10.75	5.00	0.00	13.75	0.00	21.32	51.82	0.15	6,395.63
1.7	Business Implementation Management (BIP)	0.00	0.00	1.00	9.75	9.50	0.00	16.25	17.15	53.65	0.10	10,019.25
	PM² training courses									6,000.00		6,000.00
	Total	5.43	1.77	52.32	31.80	14.76	19.01	45.41	63.93			
	Project Total FTEs (Effort per Year)	0.03	0.01	0.26	0.16	0.07	0.10			0.63	0.63	38,801.25
	Daily Rate of an Intra-Muros							300	300			
	Total Cost per Intra-Muros							13621.5	19179.75			

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Scheduling and Resource Usage - Budget

<Project Name>



201X			201(X+1)		201(X+2)		201(X+3)		201(X+4)		Total cost
Expenditure	Budget Line	Amount	Budget Line	Amount	Budget Line	Amount	Budget Line	Amount	Budget Line	Amount	
Solution Development[2] (k€)	XX 01 02 11 04	32,801.25									32801.25
Solution Maintenance[3] (k€)			XX 01 02 11 04	16,400.63	XX 01 02 11 04	16,400.63	XX 01 02 11 04	16,400.63	XX 01 02 11 04	16,400.63	65602.5
Support [4] (k€)	XX 01 02 11 04	0.2 FTE	XX 01 02 11 04								0
Training[5] (k€)	XX 01 02 11 06	6000	XX 01 02 11 06		XX 01 02 11 06		XX 01 02 11 06		XX 01 02 11 06		6000
Infrastructure[6] (k€)	XX 01 02 11 04										0
Total per year (k€)		38,801.25		16,400.63		16,400.63		16,400.63		16,400.63	104,404
Total per year FTE officials[7]		0.5 FTE + 0.2 FTE		0.2FTE		0.2FTE		0.2FTE		0.2FTE	1.5 FTE

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DG [Name]
Unit [Name]

Resource Plan

Roll-out of PM² within DG XX, Unit ZZ

Date: 15/03/201X
Doc. Version: 1.0



PM² Template v2.0.2 (Oct. 2013)

Document Control Information

Settings	Value
Document Title:	Resource Plan
Project Title:	Roll-out of PM ² within DG XX, Unit ZZ
Document Author:	Ms A
Project Owner:	Mr Y - Head of Unit ZZ
Project Manager:	<Project Manager (PM)>
Doc. Version:	1.0
Sensitivity:	Limited Basic
Date:	15/03/201X

Document Approver(s) and Reviewer(s):

NOTE: All Approvers are required. Records of each approver must be maintained. All Reviewers in the list are considered required unless explicitly listed as Optional.

Name	Role	Action	Date
Mr Y	Project Owner	Approved	15/03/201X

Document history:

The Document Author is authorized to make the following types of changes to the document without requiring that the document be re-approved:

- Editorial, formatting, and spelling
- Clarification

To request a change to this document, contact the Document Author or Owner.

Changes to this document are summarized in the following table in reverse chronological order (latest version first).

Revision	Date	Created by	Short Description of Changes
1.0	15/03/201X	Mr Y	First approved version.

Configuration Management: Document Location

The latest version of this controlled document is stored in U:\METHODS\PM²@UnitZZ\02 Planning\.

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RESOURCE REQUIREMENTS

This project will need the following type of resources:

- People – 2 Officials and 2 intra-muros.
- Software – FPFIS and Sharepoint services.
- Buildings & Facilities: availability of rooms and related material for awareness sessions (for Contractors – 1 session and for internal people – 2 sessions) and for the workshop. There is the need of an office room for the Project Support Team.
- PM² Services: coaching of the project by 2 PM² experts.
- DG XX Communication & Printing Services: production and printing of leaflets, posters and kick-start guides.
- DG Training Services: availability of:
 - 5 courses (20 people) on "Project Management Certification – Level 1" (PM 1, PM 2, PM 3, PM BUS 2 and PM BUS 3) and the certification exam (PM CE EXAM - 20 people);
 - 3 courses (7 people) on "PM² for Management" (PM M1, PM M2 and PM M3);
 - 3 courses (5 people) on "Project Management Certification – Level 2" (PM 4, PM 5 and PM 6) and the certification exam (PM PCE EXAM - 5 people).

1.1. Resource Plan

Human Resources						
Resource ID	From Date	To Date	Resource	Skill	Skill Level	Quantity
H.1	15/01/1X	11/07/1X	Head of Unit ZZ - Mr Y	Project Owner	Experienced	1
H.2	22/02/1X	11/07/1X	Deputy of the Head of Unit ZZ - Mr SP	Solution Provider	Experienced	1
H.3	11/01/1X	12/07/1X	Deputy of the Head of Unit ZZ - Mr X	Business Manager	Experienced	1
H.4	01/02/1X	12/07/1X	Team Leader - Unit ZZ Team 2 - Ms A	Project Manager	Experienced	1
H.5	26/02/1X	09/07/1X	Intra-muros 1 - Mr B	Project Manager	Intermediate	1
H.6	26/02/1X	09/07/1X	Intra-muros 2 - Ms C	Project Manager	Intermediate	1
H.7	22/02/1X	09/07/1X	PM ² Mr N	PM ² Expert	Experienced	1
H.8	22/02/1X	09/07/1X	PM ² Ms M	PM ² Expert	Experienced	1

Other Resources					
Resource ID	From Date	To Date	Resource	Characteristics	Quantity
M.1	05/04/1X	Indefinitely	FPFIS services	Flexible Platform for Internet Services	1
M.2	09/04/1X	Indefinitely	Sharepoint services	Sharepoint Team	1
M.3	29/03/1X	12/04/1X	Production & printing of communication material	DG XX Communication & Printing Services Leaflets: 300 items Posters: 100 items Kick-start guides: 200 items	1
M.4	22/04/1X	03/05/1X	PM ² Training	- 5 courses (20 people) on "Project Management Certification – Level 1" (PM 1, PM 2, PM 3, PM BUS 2 and PM BUS 3) and the certification exam (PM CE EXAM - 20 people); - 3 courses (7 people) on "PM ² for Management" (PM M1, PM M2 and PM M3); - 3 courses (5 people) on "Project Management Certification – Level 2" (PM 4, PM 5 and PM 6) and the certification exam (PM PCE EXAM - 5 people).	11
M.5	03/04/1X	03/04/1X	Contractors Awareness Session - Room	30 seats	1
M.6	15/03/1X	15/03/1X	Internal Awareness Session 1 - Room	100 seats	1
M.7	10/05/1X	10/05/1X	Internal Awareness Session 2 - Room	100 seats	1
M 8	03/07/1X	03/07/1X	Workshop Session - Room	50 seats	1
M 9	18/04/1X	Indefinitely	Project Support Team -	2 seats	1

			Office		
--	--	--	--------	--	--

1.2. Cost of Resources

All Resources				
Resource ID	Resource	Cost per unit	No. of units	Total cost
H.1	Head of Unit ZZ - Mr Y		0.03 FTE	
H.2	Deputy of the Head of Unit ZZ - Mr SP		0.01 FTE	
H.3	Deputy of the Head of Unit ZZ - Mr X		0.16 FTE	
H.4	Team Leader - Unit ZZ Team 2 - Ms A		0.26 FTE	
H.5	Intra-muros 1 - Mr B	300 €	45 days	13,621 €
H.6	Intra-muros 2 - Ms C	300 €	64 days	19,180 €
H.7	PM ² Mr N		0.07 FTE	
H.8	PM ² Ms M		0.09 FTE	
M.1	FPFIS services		0	0
M.2	Sharepoint services		0	0
M.3	Production & printing of communication material		6 days	0
M.4	PM ² Training - certification		25	6,000 €
M.5	Contractors Awareness Session - Room		0	0
M.6	Internal Awareness Session 1 - Room		0	0
M.7	Internal Awareness Session 2 - Room		0	0
M.8	Workshop Session - Room		0	0
M.9	Project Support Team - Office		0	0

RESOURCE CONSTRAINTS**1.3. Availability**

N/A.

1.4. Capacity

N/A.

CONTINGENCIES

Resource ID	Resource	Contingency	Comments
H.5	PM ² Mr N	5 days	DG XX Unit ZZ agreed with DIGIT 01 a pack of 20 days for this resource.
H.6	PM ² Ms M	5 days	DG XX Unit ZZ agreed with DIGIT 01 a pack of 24 days for this resource.

TRAINING NEEDS

The training on the PM² Methodology will be provided to the all project team, namely:

- 5 courses on "Project Management Certification – Level 1" (PM 1, PM 2, PM 3, PM BUS 2 and PM BUS 3) and the certification exam for the Business Manager, Project Manager and PCT;
- 3 courses on "Project Management Certification – Level 2" (PM 4, PM 5 and PM 6) and the certification exam (PM PCE EXAM) for the Project Manager;
- 3 courses on "PM² for Management" (PM M1, PM M2 and PM M3) for the Project Owner, Business Manager and Solution Provider.

Resource ID	Resource	Training/Skill	Current skill level	Desired skill level	Method of Delivery	Delivered by	Target Delivery Date
H.1	Head of Unit ZZ - Mr Y	Project Management Methodology	Project management concepts without knowing PM².	Knowledge of PM² roles & responsibilities, lifecycle and artefacts.	Syslog Web Training	DG Training Services	03/05/1X
H.2	Deputy of the Head of Unit ZZ - Mr SP	Project Management Methodology	Project management concepts without knowing PM².	Knowledge of PM² roles & responsibilities, lifecycle and artefacts.	Syslog Web Training	DG Training Services	03/05/1X
H.3	Deputy of the Head of Unit ZZ - Mr X	Project Management Methodology	With some knowledge of PM², although not certified.	Project Management Certification – Level 1	Syslog Web Training	DG Training Services	03/05/1X
H.4	Team Leader - Unit ZZ Team 2 - Ms A	Project Management Methodology	With some knowledge of PM², although not certified.	Project Management Certification – Level 1	Syslog Web Training	DG Training Services	03/05/1X
H.5	Intra-muros 1 - Mr B	Project Management Methodology	With some knowledge of PM², although not certified.	Project Management Certification – Level 1	Syslog Web Training	DG Training Services	03/05/1X
H6	Intra-muros 2 - Ms C	Project Management Methodology	With some knowledge of PM², although not certified.	Project Management Certification – Level 1	Syslog Web Training	DG Training Services	03/05/1X

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

ID	Reference or Related Document	Source or Link/Location
1	04.Project_Handbook Roll-out of PM² within DG XX, Unit ZZ.15-03-201X.v1.0.docx	U:\METHODS\PM²@UnitZZ\02 Planning\
2	11.Project_Stakeholder_Matrix. Roll-out of PM² within DG XX, Unit ZZ.15-03-201X.v1.0.xls	U:\METHODS\PM²@UnitZZ\02 Planning\
3	12.1 Project Work Plan-Resource Usage. Roll-out of PM² within DG XX, Unit ZZ.15-03-201X.v1.0.xlsx	U:\METHODS\PM²@UnitZZ\02 Planning\
4	12.Project_Work_Plan. Roll-out of PM² within DG XX, Unit ZZ.15-03-201X.v1.0.docx	U:\METHODS\PM²@UnitZZ\02 Planning\
	Project folder	U:\METHODS\PM²@UnitZZ

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DG XX
Unit ZZ

Business Implementation Plan

Roll-out of PM² within DG XX, Unit ZZ

Date: 15/03/201X
Doc. Version: 1.0



PM² Template v2.1.0 (Oct. 2013)

Document Control Information

Settings	Value
Document Title:	Business Implementation Plan
Project Title:	Roll-out of PM ² within DG XX, Unit ZZ
Document Author:	Mr X
Project Owner:	Head of Unit ZZ
Project Manager:	Ms A
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NOTE: All Approvers are required. Records of each approver must be maintained. All Reviewers in the list are considered required unless explicitly listed as Optional.

Name	Role	Action	Date
Mr Y	Project Owner	Approved	15/03/201X

Document history:

The Document Author is authorized to make the following types of changes to the document without requiring that the document be re-approved:

- Editorial, formatting, and spelling
- Clarification

To request a change to this document, contact the Document Author or Owner.

Changes to this document are summarized in the following table in reverse chronological order (latest version first).

Revision	Date	Created by	Short Description of Changes
1.0	15/03/201X	Mr Y	First approved version.

Configuration Management: Document Location

The latest version of this controlled document is stored in U:\METHODS\PM²@UnitZZ

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1. INTRODUCTION

The Business Implementation Plan aims to describe the activities that will support the change in the way people manage and control projects. The objectives of these activities are the following:

- Explain to Unit's staff, external entities and contractors the new way of managing projects using PM² and its advantages;
- Give training to PM² users in order to have skilled staff;
- Communicate the changes to all stakeholders through leaflets, posters and quick-start guide;
- Clarify and support all PM² users during the change process;
- Monitoring and report the level of PM² adoption;
- Boost the quality of project management information by performing quality reviews and reporting on key indicators.

2. IMPACT ON PROCESSES

The roll-out of PM² in the Unit will have a significant impact on the project management processes used by 80% of the Unit's resources. The ad-hoc way of working will be replaced by standard and documented processes (PM² methodology). Moreover, the set-up of a Project Support Team will impact the current roles and responsibilities and create new processes related to project monitoring, control and reporting. For supporting the organisational change, awareness sessions, training, communication materials and a Project Support Team will be provided.

The existing process for outsourcers monitoring will have a moderate impact. This process will be adapted to the PM² methodology and aligned with the procurement requirements. The Outsourcing Plan will be mandatory for all projects with an outsourced component. Additionally, the PM² Progress Report will be tailored to outsourced components/projects and requested to Contractors on a regular basis. For on-going projects, the new requirements will be agreed on by Contractors and communicated through awareness sessions.

Finally, the "Progress and Financial reporting" process will have small updates on the reporting artefacts. These small changes will be formally communicated to all external entities using these reports.

3. IMPACT ON PEOPLE

As already mentioned, the roll-out of PM² in the Unit will impact 80% of the Unit's resources. The main impact is related to changes on the project management governance model (roles & responsibilities) and on the project management processes. With the roll-out of PM², the effort of collecting and analysing project management information will be reduced and the extra effort will be allocated to quality assurance and control activities, mainly performed by the Project Support Team. Additionally, Management will have more relevant information for supporting their decisions.

4. IMPACT ON THE ORGANISATIONAL CULTURE

The unit's culture will be highly affected, from an informal environment to a clear definition of processes and roles. Despite the increase on formality, the organisational culture change should not be very challenging, as people are demanding for formal and standard procedures and demotivated by the current situation as considered a "waste of resources and effort". Furthermore, PM² is already customised to the European Commission environment, facilitating the adoption of the methodology and having a mature support and training services available.

5. BUSINESS IMPLEMENTATION STRATEGIES AND ACTIVITIES

The approach for a full PM² adoption within the Unit is defined as following:

- Inform all stakeholders in a kick-start awareness session about what PM² is and the main advantages in terms of project efficiency and control. Present the roadmap for PM² adoption and the different available mechanisms for supporting users;
- Involve the main stakeholders from the beginning (creation of a project working group at the end of the Planning Phase);
- Set-up of multiple interactions with the main stakeholders for project status and feedback (Unit's Project Managers, External Entities, Contractors, Working Group, Procurement, Portfolio Office and PMO), in the form of meetings, awareness sessions, workshop, written communications, promotional material and first line support;
- Give training to all potential PM² users and involve them in the PM² Community of Practice;
- Communicate the "to be" project management governance, processes and artefacts on a second awareness session;
- Perform quality assurance and control by executing configuration management and artefacts reviews and report on project's adherence to PM²;
- Set-up a clear and agile change management process to be able to timely incorporate the feedback from the different stakeholders.

5.1 Communications Strategy

The project communication strategy is described in the Communications Management Plan. The main communication items related to business implementation are mentioned below:

- **Promotional materials:** leaflets, posters and quick-star guides.
- **Written communication** to External Entities.
- **Meetings:**
 - Meeting with the Representative of the External Entities for status & feedback;
 - Interactions with the PMO for projects monitoring.
- **Awareness Sessions:**
 - Awareness Session 1: for explaining PM² and the roadmap for PM² implementation;
 - Awareness Session 2: for presenting the "to be" situation.
- **First line support:** the Project Support Team will be assisting PM² users through the change and collecting feedback.
- **Reports:** the Project Support Team will produce reports on the adherence of Unit's projects to PM² and the main constraints and on Unit's projects quality.
- **Dashboard:** communication on key project's performance indicators.

5.2 Timing and Milestones

The scheduling of the business implementation activities are detailed in the 12.1 Project Work Plan - Resource Usage. The location of this artefact is referred in the Appendix 1.

5.3 Project Promotion Activities

The promotional activities are described in the above section 5.1 Communications Strategy.

5.4 Change Activities

5.4.1 Project Activities

The activities that will fall within the project's direct responsibilities are the following ones:

- Preparation & communication of the Business Implementation activities;
- Production of the communication material;
- Awareness Sessions;
- Training;
- Interactions with PMO for projects monitoring;
- Meeting with the Representative of the External Entities for status & feedback;
- Project Support Team activities.

For more detail, please see the 12 Project Work Plan. The location of this artefact is referred in the Appendix 1.

The control of the business implementation activities will be performed by reviewing the Project Work Plan and by validating the Business Implementation Checklist. The location of this artefact is referred in the Appendix 1.

5.4.2 Change Activities for the Permanent Organization

The roll-out of PM² will cover the definition and implementation of new processes for managing projects and also the updating of processes interfaces with other DG XX processes.

The implementation of these new processes will need a period of around 6 months for validating if they are implemented in the most efficient way. During this validation period, opportunities for improvement should be identified in the Change Log and then discussed with the main stakeholders, i.e Project Managers, Management, Procurement, Portfolio Office and PMO. For this purpose, the Project Owner may set-up a Working Group including these stakeholders, after the project ends, to follow-up post-project activities.

5.4.3 Post-Project Activities

One of the post-project activities planned for July is the coaching (performed by the Project Support Team) of project 1. This activity was initially on project scope but in result of a demand from the Project Owner of project 1, the transition process was delayed until July.

Considering the additional objectives and project benefits, it is recommended to set-up a Working Group with the following purposes:

- Continue to follow-up PM² adoption and analyse the benefits/outcomes of its implementation;
- Identify opportunities for improvement and purpose actions;
- Promote the PM² adoption in other Units and define a roadmap for implementation;
- Encourage DG XX staff and newcomers to follow PM² training courses and to perform the certification exams, in order to keep the project management expertise within DG XX;
- Involve DIGIT 01 – PM² Team in some meetings to maintain the close collaboration and obtain some support in the post-project activities if needed.

5.5 Benefits Tracking

As already documented in the Business Case, this project will support the achievement of the objectives of the Unit, by increasing the maturity of project management within the Unit. Most of the benefits are obtained on medium and long term and can be only correctly measured after project ends.

The estimation of the benefits comprises no need of further resources to manage the new program, reduction of the costs on outsourced contracts and ability to cover more projects within the budget and to achieve more outcomes.

The main expected benefits are measured as following:

- Improved alignment of project with Unit/Business Domain/DG/EC strategic objectives (maximization of investments value):
 - 90% of the new projects within the Unit are regularly monitored (DG XX project portfolio dashboard) by Senior Management in the Management Meetings.
- More successful projects delivering on time within budget and improved quality of project deliverables and increased project productivity allowing the Unit to achieve more with the same resources and budgets:
 - 20% increase in successful completion of projects (measured 1st of January 201X+ 2 years for projects completed during 201X + 1 year).
 - All non-conformities identified by the Internal Audit Services from last audit are addressed by the new methodology.
- Projects are following DG's governance process and being monitoring and controlled by the Project Management Office of the DG:
 - All new projects within the Unit (started from the 1st of January 201X + 1 year) are evaluated by the DG's Governance Bodies for approval.
 - DG's Project Management Office are monitoring and controlling all new projects within Unit (started from the 1st of January 201X + 1 year) and running projects with remaining duration >3 months.
- Improved contractor's performance:
 - 20% increase in successful completion of outsourced projects (measured 1st of January 201X+ 2 years for projects completed during 201X + 1 year).
- Improved image of Unit and DG:
 - 50% decrease of complains from other Units/DGs/externals entities (measured 1st of January 201X+ 2 years, counting all complains during 201X – 1 year vs 201X + 1 year).

Note: the baseline for measuring the benefits is the set of projects completed during 201X – 1.

6. TRAINING NEEDS AND ACTIVITIES

This project is considering the PM² users training as one of the project deliverables and it is structured in the following way:

- Training of all Project Managers, Business Managers and Project Core Team members (total of 20 people) to the level of PM² Certification Level 1 - PM² Certified;
- Training 5 Project Managers to the level of PM² Practitioner;
- Training 5 Head of Sectors, 1 Deputy of the Head of Unit and 1 Head of Unit through the PM² for Management path.

The training courses are coordinated by the Business Manager and delivered by DTS. Special sessions are already available on Syslog for the Unit's staff and an email from the Project Owner has been sent to all staff for registering in the courses. The training documentation will be delivered by DTS.

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

ID	Reference or Related Document	Source or Link/Location
1	04.Project_Handbook. Roll-out of PM ² within DG XX, Unit ZZ.15-03-201X.v1.0.docx	U:\METHODS\PM ² @UnitZZ\02 Planning\
2	12.Project_Work_Plan. Roll-out of PM ² within DG XX, Unit ZZ.15-03-201X.v1.0.docx	U:\METHODS\PM ² @UnitZZ\02 Planning\
3	12.1 Project Work Plan-Resource Usage. Roll-out of PM ² within DG XX, Unit ZZ.15-03-201X.v1.0.xlsx	U:\METHODS\PM ² @UnitZZ\02 Planning\
4	31.Business_Implementation_Checklist Roll-out of PM ² within DG XX, Unit ZZ.15-03-201X.v1.0.xlsx	U:\METHODS\PM ² @UnitZZ\04 Monitor & Control
5	Project folder	U:\METHODS\PM ² @UnitZZ

DG XX

Unit ZZ

Transition Plan

Roll-out of PM² within DG XX, Unit ZZ

Date: 15/03/201X

Doc. Version: 1.0



PM² Template v2.0.1 (Oct. 2013)

Document Control Information

Settings	Value
Document Title:	Transition Plan
Project Title:	Roll-out of PM ² within DG XX, Unit ZZ
Document Author:	Ms A
Project Owner:	Head of Unit ZZ
Project Manager:	Ms A
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Name	Role	Action	Date
Mr Y	Project Owner	Approved	15/03/201X

Document history:

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- Clarification

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1.0	15/03/201X	Mr Y	First approved version.

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1. INTRODUCTION

The objectives of the Transition Plan are:

- To identify and document the transition goals.
- To ensure the smooth transition from the "project mode" to the "operations mode".
- To identify the pre-requisites for rolling out the project deliverables.
- To prepare the transition of the responsibility for the outcome of the project from the project team to the performing organization.

2. TRANSITION GOALS AND ACTIVITIES

1.1. Goals

Transition is one of the most relevant work components within the project and aims to manage a smooth transition of Unit's on-going projects from current way of working to apply PM² methodology. Moreover, a new project management governance will be in place, so the transition includes the set-up of a Project Support Team and the updating of the roles and responsibilities.

Transition management will include the following deliverables:

- **Transition Roadmap:**

This roadmap is the "big picture" of how and when on-going projects will change the project management methodology from "as is" to "to be" – PM² methodology. Moreover, a new project management governance will be in place, so the transition roadmap also identifies from when the new governance will be operational, e.g. the Project Support Team.

The transition roadmap will be based on the following principles:

- Projects that are predicted to end until the 31st of July 201X will not transition to the PM² methodology;
- Projects transition should be performed between 23rd of April until the 3rd of July 201X;
- The PM² artefacts for each project should be placed in the Central Project Repository, according to the defined procedures.

- **Transition Procedures for users:** elaboration of detailed procedures to help the Project Managers to handle transition.

- **Pilot Project:**

When identifying the "as is" processes, the pilot project will be selected from the portfolio of projects. The Project Core Team (PCT) will follow the pilot on a weekly basis, attending the Pilot Project Follow-up Meetings. The agenda of these meetings will include the discussion of the benefits and constraints found when applying the methodology and the opportunities for improvement.

- **Workshop:**

The workshop will invite all Project Managers and Business Managers within the Unit and will consist on the discussion of the Unit's projects status related to the adoption of the methodology and the main constraints faced during the transition process. The aim of the workshop is to agree on solutions for the identified pitfalls.

1.2. Prerequisites

Projects transition should start after the tailored methodology is approved and available for use. The transition milestones will be detailed in the transition roadmap and published on the Wiki. Additionally, this roadmap will be announced by email. Unit's on-going projects should perform the transition according to the roadmap and Project Managers will be supported by the Project Core Team during the transition period.

Concerning the pilot project, the characteristics that the selected project needs to fulfil are:

- Being a project managed within the Unit;
- The project should begin in March 201X;
- The duration of the project should be around 3 months;
- The Project Manager is motivated and willing to drive the pilot.

1.3. Timing and Milestones

The main transition milestones are as following:

- Approval of the Transition Roadmap and Procedures by the DG XX Project Management Board (16/04/1X);
- Pilot project completed (26/06/1X);
- Workshop performed (05/07/1X).

1.4. Activities

The transition activities include the documentation of a transition roadmap and specific procedures to be applied by PM² users during transition, the execution of a pilot in order validate the applicability of each artefact and process, the monitoring of projects transition, including outsourced projects, to timely act upon any constraint, and finally the workshop to clarify any issue and guarantee that every Unit's project is succeeding in the transition process.

Activities Description	Estimated Effort	Start-End Dates	Resource	Other Comments
1.6.1 Documentation of the detailed Transition Roadmap	12 hours	02/04/1X 03/04/1X	Ms C	
1.6.2 Elaboration of the Transition Procedures for users	18 hours	04/04/1X 08/04/1X	Ms C	
1.6.3 Review of the Transition Roadmap and Procedures by the PSC	14 hours	12/04/1X 12/04/1X	Mr Y, Mr X, Ms A, Mr SP	
1.6.4 Review of the Transition Roadmap and Procedure by the Working Group	8 hours	09/04/1X 11/04/1X	Mr X, Mr S, Ms U, Mr V	
1.6.5 Pilot Project	191 hours	27/03/1X 26/06/1X	Ms C, Ms M	
1.6.6 Follow-up of running projects transition	122 hours	25/04/1X 02/07/1X	Ms A, Ms C	
1.6.7 Analysis of the methodo adoption on outsourced projects (based on the reports and feedback from the	16 hours	25/06/1X 27/06/1X	Mr X	

Team Leaders)				
1.6.8 Execution of the Workshop	40 hours	27/06/1X 05/07/1X	Mr X, Ms C, Ms A	

The transition management activities are detailed in the 12.1 Project Work Plan - Resource Usage. The location of this artefact is referred in the Appendix 1.

1.5. Responsibilities

The transition responsibilities are detailed in the 12.1 Project Work Plan - Resource Usage. The location of this artefact is referred in the Appendix 1.

1.6. Coordination Aspects

The transition from the "as is" to the "to be" situation will be coordinated between the project team and other stakeholders such as Contractors, Working Group, Procurement, Portfolio Office and PMO. Moreover, the Unit's project teams are informed through the awareness session of the transition roadmap and of the procedures to handle transition and they will be continuously supported by this project team during the transition period. This support will be provided in meetings with the Project Managers.

3. COMMUNICATION

The transfer from "project mode" to "operations" will be performed after the formal deliverables acceptance. The Solution Provider will send an email to the relevant stakeholders announcing the formal transfer of responsibilities from the project team to the Project Owner.

For the complete list of project communications please see the Communications Management Plan. The location of this artefact is referred in the Appendix 1.

4. SPECIFIC TRANSITION ACTIVITIES

1.7. Required Backups

Unit's projects will be transferred from the several directories to the Central Project Repository. The backup procedures will be detailed in the configuration management procedures for the Unit's Project Repository and Lessons Learned DB (this activity is incorporated in the Project Work Plan).

1.8. Management of the Environment

The access management requirements of the Central Project Repository will be detailed in the configuration management procedures for repository administration.

1.9. Acceptance Clearance

The main milestones and activities for project acceptance are:

- Approval of the tailored PM² Methodology by the DG XX Project Management Board;
- Approval of the Transition Roadmap and Procedures by the DG XX Project Management Board;
- Pilot project completed;
- Deliverables review;
- Elaboration of the Quality Review Report (based on the pilot + configuration reviews + workshop + follow-up of running projects transition);
- Review of project achievements & formal deliverables acceptance (PSC);
- Project Final Acceptance (Project Acceptance Note).

1.10. Training

The training plan is detailed in the 14. Business Implementation Plan. The location of this artefact is referred in the Appendix 1.

1.11. Maintenance and Support

The maintenance and support of the PM² methodology will be mainly given by the Project Support Team and, at a second level support, by DIGIT 01 PM² Team.

5. TRANSFER OF RESPONSIBILITY

As already referred above, the transfer from "project mode" to "operations" will be performed after the formal deliverables acceptance. The Solution Provider will send an email to the relevant stakeholders announcing the formal transfer of responsibilities from the project team to the Project Owner.

6. ROLLBACK SCENARIO & PLAN

As this project is using several interactions to validate deliverables by different stakeholders, the rollback plan is to extend the effort of updating deliverables in result of the feedback and ask for more support from DIGIT 01 PM² Team, if needed.

7. TRANSITION CHECKLIST

The Transition checklist can be found here U:\METHODS\PM²@UnitZZ\04 Monitor & Control

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

ID	Reference or Related Document	Source or Link/Location
1	04.Project_Handbook. Roll-out of PM ² within DG XX, Unit ZZ.15-03-201X.v1.0.docx	U:\METHODS\PM ² @UnitZZ\02 Planning\
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4	12.1 Project Work Plan-Scheduling and Resource Usage. Roll-out of PM ² within DG XX, Unit ZZ.15-03-201X.v1.0.xlsx	U:\METHODS\PM ² @UnitZZ\02 Planning\
5	14.Business_Implementation_Plan.Roll-out of PM ² within DG XX_Unit ZZ.15-03-201X.v1.0.docx	U:\METHODS\PM ² @UnitZZ\02 Planning\
6	30.Transition_Checklist.Roll-out of PM ² within DG XX_Unit ZZ.15-03-201X.v1.0.xlsx	U:\METHODS\PM ² @UnitZZ\04 Monitor & Control
7	Project folder	U:\METHODS\PM ² @UnitZZ

Risk Identification and Description							Risk Assessment					Risk Response			
ID	Category	Risk Name	Risk Description & Details	Status	Identified By	Identification Date	Likelihood	Impact	Risk Level (L*I)	Risk Owner	Escalation	Risk Response Strategy	Action Details (effort & responsible)	Target Date	Traceability/Comments
RL01	People & Organisation	Resistance to change	Resistance to change that will result on Project Managers not following the methodology.	Approved	Mr X	22/02/201X	2	4	8	PO	Yes	Reduce	The project is planning 3 actions related to this risk: 1. Two awareness sessions at the beginning and end of the executing phase and one workshop before PM ² becomes officially operational, for collecting issues and recommendations from the transition experience. 2. Training sessions for PMs that will enable them to follow the methodology. 3. Project Support Team: will support PMs in the use of the methodology and act as a facilitator to the change process.	05/07/201X	
RL02	Business	Methodology does not fit Unit needs	The chosen methodology is not fitting Unit needs and major tailoring is needed, impacting the delivery date.	Approved	Mr X	22/02/201X	2	5	10	PO	Yes	Reduce	Performance of a Pilot project to verify adequacy of the methodology to the Unit's projects. This pilot will be an internal project that will start in March until June 201X. Regular follow-up will guarantee that issues are timely identified and acted-upon.	26/06/201X	
RL03	People & Organisation	Absence of project sponsoring	Absence of project sponsoring, so other Unit activities will take priority above this project.	Rejected	Mr X	22/02/201X				PO					
RL04	Business	A new release of PM ² is delivered during project lifecycle	A new release of PM ² is delivered during project lifecycle, resulting into two situations: adapting to the new release or use an outdated version.	Closed	Ms A	22/02/201X	4	4	16	PO	Yes	Reduce	Meeting with DIGIT 01 PM2 team to identify the planning for next releases or updates. The meeting occurred on the 22/02/2013 and a new release is planned for the 31st of May. Considering that this will happen in the middle of this project, it was decided by the PSC that the current methodology will be the basis for the tailoring and the artefacts updates will be performed after the project ends (out of the scope of this project).	25/02/201X	
RL05	Business	Projects delay	Delay of more than 2% on schedule for some projects within Unit, during implementation.	Approved	Mr X	22/02/201X	3	4	12	PO	Yes	Reduce	Project Support Team: will support PMs in the use of the methodology and act as a facilitator to the change process. Additionally, this Office will monitor projects and recommend actions to the PSC.	09/07/201X	
RL06	People & Organisation	Decrease in productivity	Decrease in productivity due to learning curve effects that will impact projects' schedules.	Approved	Mr X	22/02/201X	3	3	6	PO	No	Accept	This impact is expected and a delay is already foreseen (less than 2% on schedule).		
RL07	People & Organisation	Lack of support from key-stakeholders	Lack of support from key-stakeholders that will result on limited adherence to the new methodology.	Approved	Mr X	22/02/201X	2	4	8	PO	Yes	Reduce	The project is planning awareness sessions, workshops and training sessions to involve all the stakeholders. Additionally, communication material will be delivered to support the change. Moreover, a Project Support Team will follow the adherence to the methodology and identify any issue if occurs. Other Units, DGs, contractors and external entities will be involved in working groups, awareness sessions and tailored communications.	05/07/201X	
RL08	People & Organisation	Unavailability of PM ² courses	Unavailability of courses for the selected project management method (fully booked) that will delay training activity.	Approved	Ms A	22/02/201X	3	4	12	PO		Reduce	Special training courses will be available for DG XX Unit ZZ. This has been arranged with DIGIT 01 and with the Training Services	05/03/201X	
RL09	External	Delays on contractors' projects	Delays on contractors' projects caused by the mismatch of the methodology with the project management approach of contractors.	Approved	Mr X	22/02/201X	3	4	12	PO		Reduce	For the running projects, meetings with Contractors will be planned to present the methodology and agree on the expected outputs. For all projects, each Contractor will be able to attend an awareness session.	04/04/201X	

Risk Log
Improvement of PM practice within DG XX_Unit ZZ



RL10	People & Organisation	Lack of support from other DG XX Units	Lack of support from other DG XX Units, such as Procurement Unit.	Approved	Mr X	22/02/201X	1	4	4	PO		Accept	The likelihood for this risk is very low. Additionally, it is planned the creation of a Working Group to align objectives and requirements. Moreover, a meeting with the Procurement Unit is planned to identify their main requirements.	18/03/201X	
RL11	Business	Lack of available budget	Lack of available budget caused by delays in yearly budget approval.	Approved	Mr X	22/02/201X	2	5	10	PO		Reduce	As the Project Core Team is already working in the Unit with a allocated budget line and this budget has not been all spent, this risk is unlikely to happen.	05/07/201X	
RL12	People & Organisation	Gap of skills	Unavailability of resources with the necessary skills.	Approved	Ms A	22/02/201X	1	5	5	PO		Accept	This risk is unlikely to happen, as the project will be supported by DIGIT 01 – PM ² Team and a training program is foreseen for the Project Core Team (PM ² Practitioner certified).	07/05/1X	

Issue Identification and Description							Issue Assessment and Action Description							
ID	Category	Issue Name	Issue Description & Details	Status	Identified By	Identification Date	Action Details (effort & responsible)	Urgency	Impact	Size	Target Date	Issue Owner	Escalation	Traceability/Comments
IL1	Business	Transition Roadmap updating	After discussing the transition roadmap with the Working Group, it was identified that the project 1 has a critical milestone during the transition period. For the rest of the Unit's projects, the chosen period is okay. If the project is obliged to perform the transition, there is a high probability that this critical milestone will be impacted.	Open	Ms X	11/04/201X	One of the scenarios is to postpone the transition of this single project in July, already with the support of the Project Support Team. The other scenario is to add resources to the concerned project team, in order to help the transition to the PM ² methodology. The estimated effort is 7 man-days. The decision will be taken by the PSC tomorrow (12/04/13).	5	2	2	31/07/201X	PSC	Yes	The solution will be presented tomorrow at the PSC
IL2														

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Decision Identification							Ownership			Decision Implementation	
ID	Identified by (Initiator)	Traceability/Comments	Category	Decision Name	Decision Description	Persons present during decision	Decision Owner	Decision Date	Escalation	Date of decision application	Decision communicated to:
DL1	Ms A	IL1	Business	Partial transition of project 1	The decision agreed by the PSC is to have a progressive transition of project 1 (enlarge the transition period until July), but the reporting artefacts should follow the planned transition roadmap.	Mr Y, Mr X, Ms A, Mr SP	PSC	12/04/201X	Yes	12/04/201X	Working Group and to the Project Manager of project 1.
DL2											
DL3											
DL4											
DL5											
DL6											

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Change Identification and Description							Change Assessment and Action Description				Change Approval			Change Implementation	
ID	Category	Change Name	Change Description & Details	Status	Requested by	Identification Date	Action Details (effort & responsible)	Size	Priority	Target Date	Approved by	Approval Date	Escalation	Actual Delivery Date	Traceability/Comments
CL1	Issue	Transition Roadmap updating	Update the transition roadmap with the special situation of project 1.	Approved	Working Group	11/04/201X	The Transition Roadmap should be updated. Additionally, the Project Support Team should plan the coaching of the transition of this project in their activities for July. The implementation of this change will be performed today by the PCT, as the Transition Roadmap needs to be approved next Monday (16/04/2013) by the PMB.	2	5	12/04/201X	PSC	12/04/201X	Yes	12/04/201X	IL1; DL1
CL2															
CL3															
CL4															

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Study Case



v2.0