What is PM²?

PM² is a Project Management Methodology developed and supported by the European Commission. Its purpose is to enable project teams to manage their projects effectively and deliver solutions and benefits to their organisations and stakeholders.

PM² is an open, mature, light and easy to implement methodology. PM² has been developed to fit the specific needs, culture and constraints of the EU institutions and Public Administrations. Still, as it incorporates elements from globally accepted best-practices, standards and methodologies, it is suitable to any type of environment or project.

PM² provides:

- A Project Governance Model (i.e. roles & responsibilities)
- A Project Lifecycle (i.e. project phases)
- A set of Processes (i.e. project management activities)
- A set of Project Artefacts (i.e. templates and guidelines).
- A set of Mindsets (i.e. effective beliefs and behaviours).

What is PM²-Agile?

Agile is an approach described by a set of principles and practices for managing projects. Agile appreciates the inherent uncertainty of project environments and creates organisations that are highly adaptive, use adaptive planning and short feedback loops, evolutionary development, early delivery, continuous improvement and rapid response to change.

PM²-Agile both extends and enhances the PM² Methodology with Agile principles and practices and provides an alignment between these practices and corporate governance, programme management, operations, enterprise architecture.

QUICKSTART STEPS

1 Define a Project Governance and create a Business Case
- Define the Project Steering Committee (PSC)
- Provide the justification for the project, capture the business requirements and establish budgetary constraints

Business Case

2 Identify Stakeholders and create the Project Charter
- Define the project scope
- Identify stakeholders that should contribute to the Project Charter
- Capture the high-level requirements, assumptions and constraints
- Decide on a project approach, estimate required resources, costs and timing

Project Charter

3 Set-up the Project Logs
- Set-up the Risk Log, Issue Log, Decision Log and the Change Log. These logs will be used to document the management of Risks, Issues, Decisions and project Changes

Issue Log, Risk Log, Decision Log, Change Log

4 Kick-off the Project Planning with a Meeting
- Invite all participants to the planning meeting
- Go over the Project Charter and ensure a common understanding
- Communicate the next steps for the planning phase

Planning Kick-off Meeting

5 Tailor the Project Management approach
- Decide on planning documents to use and how they should be tailored
- Define rules, assign team responsibilities and define a conflict resolution process

Project Handbook

6 Develop a Communications Management Plan
- Identify all information requirements for the effective management of the project's communications
- Decide on the strategy, goals, frequency, format and recipients of the communication activities

Communication Plan

7 Create the Project Work Plan
- Break down the work that needs to be done in smaller and more manageable pieces (Work Breakdown)
- Estimate the effort and cost for each piece of work
- Establish the detailed budgetary and resource requirements
- Create a work schedule (identify dependencies, assign resources and dates)

Project Work Plan

CONTACT

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USEFUL LINKS

» PM² Guide v3.0.1
https://op.europa.eu/s/xcyw

» PM²-Agile Guide v3.0.1
https://op.europa.eu/s/xdei

» PM² Methodology Portal
https://pm2.europa.eu

» PM² community on Joinup
https://europa.eu/!PMNBHY

Supported by the Digital Europe Programme

Centre of Excellence in PM² (CoEPM²)
The CoEPM² provides the EU Institutions with a complete and high quality Project Management offering, guidance and support for the purpose of enabling the effective and efficient management of project work, serving the objectives of the institutions and respecting the interests and needs of EU citizens.

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Methodology

Highlights and Benefits

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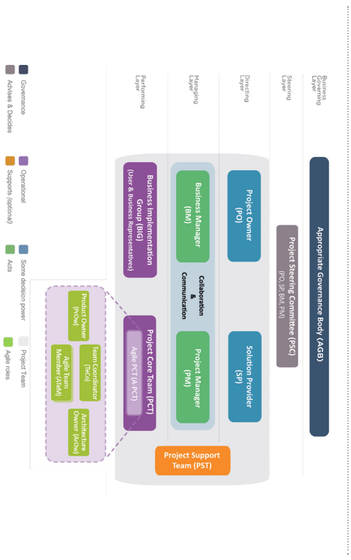
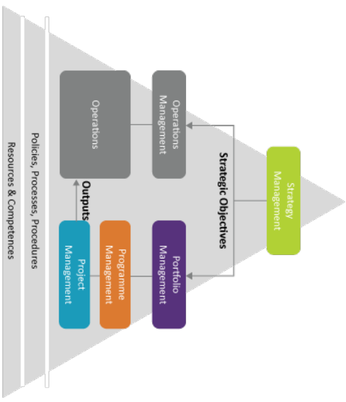
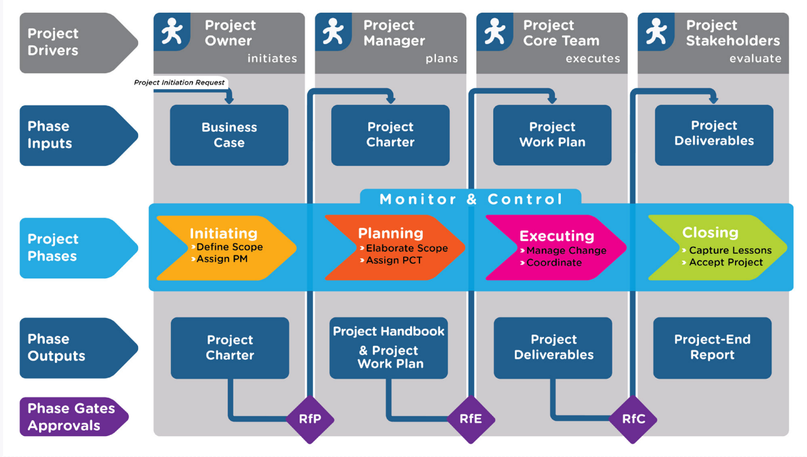
2 Quickstart steps
3 The PM² Project Organisation
4 PM² Phases, Drivers, Key Artefacts and Activities

The PM² Project Organisation



Relationship between Strategy-Portfolio-Programme-Project-Operations





Project Drivers

The Project Drivers differ from phase to phase within the PM² project lifecycle. The Project Owner (PO) is the main driver during the initiation of the project and the Project Manager (PM) drives the planning phase.

The Project Core Team (PCT) drives the execution of the project plan and the creation of the project deliverables while the Project Stakeholders are designated as the main driver of the closing phase.

Project Phases

Initiating	Define initial scope, create the Business Case and Project Charter.
Planning	Elaborate scope, create the PM Plans and assign the Project Core Team.
Executing	Execute the plan, manage communications and create the project deliverables.
Closing	Transfer product ownership and report on the project's performance (Project-End Report).
Monitor & Control	Monitor project variables, measure progress, manage changes and identify actions to address risks and issues.

Phase Gates / Approvals

RfP	Ready for Planning
RfE	Ready for Executing
RfC	Ready for Closing

Phase Inputs and Outputs

Project Initiation Request	Formalises the project and captures the project concept.
Business Case	Captures the reasoning for the project, provides justification and establishes the budgetary constraints.
Project Charter	Presents an overview scope statement and the high-level project requirements, and management approach.
Project Handbook	Presents the project management objectives, the overall management approach and rules, and documents the roles and responsibilities.
Project Work Plan	Organises the work needed to achieve the project scope. Includes the Work Breakdown, the Effort & Cost Estimates and the Project Schedule.
Project Status Reports	Present the project progress to the relevant stakeholders, based on the performance of key project metrics.
Project Deliverables	The complete set of project deliverables as defined in the project plans. These are evaluated before their final acceptance.
Project-End Report	Summarizes and documents the project experience, the project performance, the lessons learned (successful practices or pitfalls) and any post-project recommendations.

PM² Phases, Drivers, Key Artefacts and Activities

INITIATING

ACTIVITIES
- Document the idea/need
- Identify key stakeholders (and their needs)
- Create a business justification for the project
- Define the project scope and organisation

ARTEFACTS
- ○ Project Initiation Request
- ○ Business Case
- ○ Project Charter
- ○ Project Logs (setup)

PLANNING

ACTIVITIES
- Organise a Kick-off Meeting
- Tailor the PM² process
- Assign Roles & Responsibilities
- Elaborate project scope
- Develop work breakdown & project schedule
- Develop Project Plans
- Distribute plans to stakeholders

ARTEFACTS
- ○ Planning Kick-off/MoM
- ○ Project Stakeholder Matrix
- ○ Project Handbook
  - » Roles & responsabilities
  - » Management plans
  - » Team Charter
- ○ Project Work Plan
- ○ Outsourcing Plan
- ○ Deliverables Acceptance Plan
- ○ Transition Plan
- ○ Business Implementation Plan

EXECUTING

ACTIVITIES
- Organise a Kick-off Meeting
- Coordinate project execution
- Conduct Meetings
- Assure quality
- Create project reports
- Distribute information
- Ensure deliverables acceptance

ARTEFACTS
- ○ Executing Kick-off Agenda/MoM
- ○ Meeting Agendas/MoMs
- ○ Change Requests
- ○ Quality Review Report
- ○ Project Status Report
- ○ Project Progress Report
- ○ Deliverables Acceptance Note

CLOSING

ACTIVITIES
- Organise a Project-End Review Meeting
- Capture lessons learned and post-project recommendations
- Get final project acceptance
- Release project resources
- Archive project information
- Close the project

ARTEFACTS
- ○ Project-End Review Agenda/MoM
- ○ Project-End Report
  - » Lessons Learned
  - » Best Practices
  - » Post Project Recommendations
- ○ Project Acceptance Note

MONITOR & CONTROL

ACTIVITIES
- Monitor Project Performance
- Control Schedule
- Control Cost
- Manage Stakeholders
- Manage Requirements
- Manage Project Change
- Manage Risks
- Manage Issues and Decisions
- Manage Quality
- Manage Deliverables Acceptance
- Manage Transition
- Manage Business Implementation
- Manage Outsourcing

ARTEFACTS

Regularly updated
- ○ Risk Log
- ○ Issue Log
- ○ Decision Log
- ○ Change Log
- ○ Project Work Plan
- ○ Requirements Document

Checklists
- ○ Phase-exit Review checklist
- ○ Quality Review checklist
- ○ Deliverable Acceptance checklist
- ○ Transition checklist
- ○ Business Implementation checklist
- ○ Stakeholder checklist