PM²

Project Management Methodology

Artefacts Templates

Based on PM² v 3.1

Methodologies Office

Neither the European Commission nor any person acting on behalf of the Commission is responsible for the use which might be made of the following information.

Title: PM² Project Management Artefacts

Current Edition:

PM² Project Management Artefacts – based on PM² Project Management Guide v3.1

Produced and published by:

DIGIT.A2.001

Procurement and Programme Management Solutions. Portfolio Methodologies and Tools.

CHLAPANI Angeliki	Head of Unit
KAMINSKI Thomasz	Deputy Head of Unit
MUSAT Bogdan	Head of Sector

Methodologies Office

SEMERDZHIEVA Svetla	Team Leader
KOUROUNAKIS Nicos	Methodology Expert
WHYE Gregory	Senior Consultant
SUFARU Maria-Cristina	Senior Consultant
LEFTER Diana-Mihaela	Senior Consultant
BOCHAROVA Ksenia	Senior Consultant
YOVKOVA Anina	Communications Consultant
PAOURIS Konstantinos	UX Consultant

Website: https://pm2.europa.eu/

Email: EC-Methodologies@ec.europa.eu

Table of Contents

DG [Name]
Unit [Name]

Project Initiation Request

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Project Initiation Request
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Basic, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- *Text in <orange>: has to be defined.*
- *Text in <blue>: guidelines on how to use the Template. Should be deleted in the final version.*
- *Text in green: can be customised. Should be recolored to black in the final version.*

Project Title:	*Initial project title proposal.*		
Initiator:	*Any person (usually from the business community) can define a project request.*	**DG / Unit:**	*DG/ Unit requesting the project.*
Project Owner (PO):	*The DG funding and being the main j project usually nominates a person as the owner of the project, namely the Project Owner (PO).*	**Date of Request:**	*Date that the project request form is completed.*
Solution Provider (SP):	*The DG that will execute the project will resume this accountability and will nominate a person to act as the supplier, namely the Solution Provider (SP/SS). It is common practice to assign the role of the Solution Provider to a Business Analyst at this stage.*	**Approving Authority:**	*The appropriate decision maker as specified on the DG's governance structure.*
Estimated Effort (PDs):	*High level estimates in Person-days. If known, any other costs should be mentioned.*	**Target Delivery Date:**	*Date that the project delivery is needed.*
Type of Delivery:	☐ In-house ☐ Outsourced ☐ Mix ☐ Not-known		

Context/ Situation *(Business Need/ Problem / Opportunity)*

<Describe the reason why a project should be initiated. Think of the situation that the project will address in terms of responding to a business need, of providing an answer to a problem or taking advantage of an opportunity. The context of the project can be described by a combination of any of the above scenarios.>

Legal Basis

<The legal basis, if any, for the project request – the link to the organisation's Strategic goals.>

Outcomes *(high level)*

<Identify and describe high-level the main outcomes that can be expected from the project to be initiated. Think of outcomes as the result of change that the project will implement in the organization – the future/desired state. It should be possible to link measurable benefits directly to the outcomes.>
<Where applicable, note any intended sustainability improvements as part of the desired outcomes.>

Impact *(high level)*

<Describe high-level the impact that the current situation or/and the desired solution will have in terms of the internal perspective of the organization (impact on processes, people, culture) and in terms of how

the situation or/and solution may impact external stakeholders of the organization. Keep this at a relatively high level.>
Success Criteria
<This section should describe the high-level success criteria of the proposed solution. At least some of these success criteria should relate with the expected outcomes. Think of success criteria as the criteria based on which the proposed solution can be evaluated as a success or a failure.>
Assumptions *(high level)*
<This section should describe any project assumptions related to business, technology, resources, organisational environment, scope, expectations, or schedules. *At this stage, assumptions are considered to be facts (true); however they need to be further validated to ensure that they are indeed facts. Note that assumptions that have not been validated may become risks.>*
Constraints *(high level)*
<Describe any key constraints in areas such as schedule, budget, resources, or products to be used or acquired. You can also present decisions and compliance related constraints, and constraints that arise from the organisation and external environment as well.> *<Also list any constraints imposed by data protection regulations (e.g., GDPR) or information security requirements that may affect project design or delivery.>*
Risks *(high level)*
<Add any initial risks that have been identified. Focus on the business risks.>

DG [Name]
Unit [Name]

Business Case

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Business Case
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Basic, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recoloured to black in the final version.

TABLE OF CONTENTS

1 PROJECT INITIATION REQUEST INFORMATION

Project Title:	*<Initial project title proposal.>*		
Initiator:	*<Any person (usually from the business community) can define a project request.>*	**DG / Unit:**	*<DG / Unit requesting the project.>*
Date of Request:	*<Date that the project request form is completed.>*	**Target Delivery Date:**	*<Date that the project delivery is needed.>*
Type of Delivery:	☐ In-house ☐ Outsourced ☐ Mix ☐ Not-known		

2 CONTEXT

2.1 Situation Description and Urgency

<This section should detail the high-level situation description included in the Project Initiation Request, complemented by pertinent considerations regarding the urgency of addressing it.>

2.2 Situation Impact

2.2.1 Impact on Processes and the Organization

<This section should describe the organizational impact of the described situation. This impact can be detailed by describing:

- *The impact in the organization's strategy;*
- *The impact on the business processes;*
- *The impact on the IT landscape.>*

Although a detailed analysis of the Business Process may be documented at later stage of the project, this section should provide high-level answers to the following questions:

1. *The impacted business processes belong to which of the following business process categories:*

Process Category	Yes/No
Policy Lifecycle	
Legislation Lifecycle	
Coordination	
Program Management	
Grant Management	
Communication and Dissemination (external)	
Communication and Dissemination (internal)	
Strategic Management	

Process Category	Yes/No
Financial Management	
Procurement	
Document Management	
Asset Management	
Audit	
Human Resources	
IT	
Other	

<Also, consider environmental, economic, and social sustainability impacts when analysing process changes or defining solution constraints.>

2. *What business processes are impacted by the situation?*
3. *What is the impact to the process owners and users (i.e. minor, moderate, and significant)?>*

Process Category [1]	Domain[2]	Sub-domain[3]	Macro Process[4]	Process[5]	Situation Impact Description	Impact to Process Owners and Users
Policy Lifecycle	*Accession Negotiations*	*Negotiations & Benchmark Reports*	*Negotiations management & support*	*Negotiations strategy & co-ordination (NSC)*		*e.g. minor, moderate, significant*
Policy Lifecycle	*Accession Strategy & Country Relations*	*Country Relations*	*Economic, trade matters & statistics (ETS)*	*Economic, trade matters & statistics - horizontal issues*		
Policy Lifecycle	*Accession Strategy & Country Relations*	*Country Relations*	*Economic, trade matters & statistics (ETS)*	*Economic, trade matters & statistics related to a specific country*		

[1] **Process Category** - The EC processes are classified in 14 process categories as follows: Asset Management, Audit, Communication & Dissemination, Coordination, Document Management, Financial Management, Grant Management, Human Resources, IT, Legislation Lifecycle, Policy Lifecycle, 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

<This section should describe the impact of the described situation from the stakeholders/users perspective (people perspective). In this context, the user is considered as the group of people that are affected by the current situation and will be affected by the proposed solution. Any required change management efforts will be described as part of the implementation plan of the proposed solution.

<Include user experience considerations to ensure the proposed solution is accessible, user-friendly, and aligned with user needs.>

Note: In the case that the project includes Information System (IS), this section should also detail the working environment of the target users. Provide this information from a non-technical / end-user perspective. The technical interfaces (or interfaces non-visible to the end-users) are described in the Vision Document (in the Information System Perspective section).This is where extracts from the Business Model could be included to provide further contextual information. Here are some suggestions:

- *User population (DG, COM, INST, EU&MS or ROW)? [6]*
- *Which IT systems/platforms are in use today? Future platforms?*
- *What other IT systems do the users currently use for doing what they have to do? Does your IT system need to integrate with them?>*

2.3 Interrelations and Interdependencies

<This section should describe the interrelations and interdependencies of the current situation and therefore relating it to other problems, opportunities or needs. These interrelations and interdependencies can be found "inside" the organization and "outside" of the organization. This analysis is important as it places the current situation in the broader context of the organization and the interrelations with other environments outside the organization (e.g. external stakeholder groups).>

3 Expected Outcomes

<This section should explain, from the business point of view, what are the desired outcomes in terms of organisation, human resources, assets, reputation, etc. Think of outcomes as the result of the change that the proposed solution will result in the organization. The high-level outcomes identified in the Project Initiation Request should be considered in this section.>

4 Possible Alternatives

<This section should describe any known or potentially available alternative solutions to tackle the described situation. From the list of the potential alternatives, one of them should be clearly chosen. The chosen alternative is the one that is the best for this proposed solution and it should be detailed in the next section. Other alternatives may be useful to bear in mind later on for business continuity purposes.

As a minimum, it is expected to analyse 4 alternatives:

A. *Do nothing;*
B. *Re-using an existing solution (IT only);*
C. *Development of a corporate or multi-DG solution;*
D. *Solution Title.*

For each identified alternative, a general description, a SWOT analysis and a qualitative assessment should be provided. The SWOT analysis should provide the major Strengths, Weaknesses, Opportunities and Threats as perceived by the stakeholders considering the organisational impact, the financial impact, the timing impact and the associated risks.>

[6] The user population may be DG (internal to the DG), COM (several DGs of the Commission), INST (internal to the Institutions), EU&MS (INST and the Member states) or ROW (particular or general public outside the Commission). It is assumed that these populations are nested, DG being the innermost and ROW being the most peripheral level. Indicate the outmost level.

4.1 Alternative A: Do nothing

<Provide the General Description, SWOT analysis and Quantitative Assessment.>

General Description

<Describe this alternative.>

SWOT Analysis

Strengths	Weaknesses
Opportunities	**Threats**

Qualitative Assessment

<Describe how this alternative is viable (or not viable).>

4.2 Alternative B:

<Provide the General Description, SWOT analysis and Quantitative Assessment.>

General Description

<Describe this alternative.>

SWOT Analysis

Strengths	Weaknesses
Opportunities	**Threats**

Qualitative Assessment

<Describe how this alternative is viable (or not viable).>

4.3 Alternative C:

<Provide the General Description, SWOT analysis and Quantitative Assessment>

General Description

<Describe this alternative.>

SWOT Analysis

Strengths	Weaknesses
Opportunities	**Threats**

Qualitative Assessment

<Describe how this alternative is viable (or not viable).>

4.4 Alternative D: *<Solution Title>*

<The recommended alternative should be clearly presented in this section after all alternatives have been discussed.>

General Description

<Describe this alternative.>

SWOT Analysis

Strengths	Weaknesses
Opportunities	**Threats**

Qualitative Assessment

<Describe how this alternative is viable (or not viable).>

To conclude, based on the above analysis of alternatives, the chosen solution is *<name of the alternative>*. *<Provide a final summary justifying the selection of this solution vis-à-vis the other alternatives described.>*

5 SOLUTION DESCRIPTION

5.1 Legal Basis

<This section should describe the legal basis of the proposed solution.>

5.2 Benefits

<This section should identify and describe the main benefits of the proposed solution (the results of the positive change and impact to the current situation). Think of benefits as the measurable improvement resulting from the previously described expected outcomes as they are perceived as an advantage by one or more stakeholders.>

5.3 Success Criteria

<This section should describe the success criteria of the project. Think of success criteria as the criteria based on which the project as a whole can be deemed as a success or a failure.>

<Critical criteria for the project are those which in their absence the project cannot be considered a success. Try to distinguish any product success criteria from the overall project success criteria, in a way that the latter can relate to the project's expected outcomes.>

<Example: Conference project –"minimum of 150 conference attendants with representatives from at least 2/3 of Member States".>

5.4 Scope

<This section should describe the high-level proposed solution scope. Is this a common solution with multiple DGs, Member States, or only for one DG?>

5.5 Solution Impact

<This section should describe how the proposed solution will address the identified impact for each of the affected process analysed in section 2.2.1 Impact on Processes and the Organization.>

<Include user experience considerations to ensure the proposed solution is accessible, user-friendly, and aligned with user needs.>

Process	Solution Impact Description
Negotiations strategy & co-ordination (NSC)	
Economic, trade matters & statistics - horizontal issues	
Economic, trade matters & statistics related to a specific country	

5.6 Deliverables

<This section should describe the high-level deliverables of the proposed solution, e.g. a new process, an information system, a service, a platform, change management strategy, communication plan, etc.>

5.7 Assumptions

<This section should describe any key assumptions of the proposed solution related to business, technology, resources, organisation environment, scope, expectations, or schedules.>

5.8 Constraints

<This section should describe any key constraints of the proposed solution imposed in areas such as schedule, budget, resources, or products to be used or acquired.>

<Consider whether sustainability, data protection (e.g., GDPR), or IT security requirements impose specific constraints on the solution design or implementation approach.>

5.9 Risks

<This section should describe the key risks of the proposed solution that have been initially identified with an associated high-level mitigation strategy if there is such.>
<Include IT security and data protection risks (e.g., GDPR compliance, confidentiality, integrity, availability) in the risk identification and mitigation planning.>

5.10 Costs, Effort and Funding Source

<This section should demonstrate that the proposed investment increases overall organizational efficiency and effectiveness (e.g. does not just automate sub-optimal business procedures), or leads to substantial cost savings (ideally the efficiency gains and the costs savings should be expressed respectively in FTEs and k€).

This section should identify the Total Cost of Ownership (TCO) for the proposed solution over at least 5 years:

- *In principle, this should include overall investments and costs (i.e. including IT and business side) for the whole life of the proposed solution until its final phase out.*
- *To establish a basis for comparison, TCO is currently defined as all the costs for delivering the solution as well as the costs of keeping the solution operational (e.g. maintenance, support, training, licencing, etc.) for the first 5 years of the proposed solution.*
- *These costs breakdown should distinguish between the "costs" of Commission staff (expressed in FTE) and the other costs in k€ (e.g. costs of intra-muros consultants, outsourcing, etc.)*

Solution Implementation Costs	20XX	20XX	20XX	20XX	20XX
Solution Development					
Solution Maintenance					
Support					
Training					
Infrastructure					
TOTAL					

Business Implementation Costs	20XX	20XX	20XX	20XX	20XX
Change management					
Start-up costs					
Coordination					
Training					
TOTAL					

This section should also describe the funding source(s) for the proposed solution and indicate if operation budget, administrative or mix of the two will be used. If both operational and administrative budgets will be used, please estimate what the split between them is.>

5.11 Roadmap

<This section should identify the expected start date and the expected delivery date of the project and the major milestones that break down the project in smaller management units.>

5.12 Synergies and Interdependencies

<This section should describe the synergies and interdependencies of the proposed solution with other opportunities, needs, or initiatives addressing them. These synergies and interdependencies can be found both "inside" and "outside" the organization and could be identified by taking into account EC-wide or cross-DG processes, practices, services and infrastructure. This information is useful to ensure that the project is not about to deliver something that already exists elsewhere (e.g. another DG) and that it could be re-used.

Note: In the case that the proposed solution includes an Information System (IS), the synergies and interdependencies should be identified taking into account corporate systems (e.g. ABAC, Sysper2), other cross-DG systems (e.g. systems used in several DGs) and other common IT services or components. These should be briefly described here and include:

- *The IT services and components already available which will be re-used.*
- *The request for corporate/common IT services and components which doesn't exist at the current time but which might reduce the cost and time of development. This request should come with a precise timing by which the IT service has to be provided.*
- *The IT services and components which will be made re-usable and shared inside the European Commission.*

Consult GovIS to ensure that the project is not about to develop something that has already been developed elsewhere that could be re-used. Use GovIS to check whether or not the new or updated business processes touched by the project are of a common nature and hence could be automated by seeking synergies with other DGs/projects.
List the results of your GovIS investigations in this section.

Consider synergies with Open Source Observatory[7] (OSOR) Repository and Forge, by reflecting on the following questions:

- *Is there an open source project that delivers outputs related to the current project? Can the current project benefit from leveraging such open source outputs?*
- *Does this project contribute useful components for other projects? Is it worth considering delivering these components to OSOR or pursue a synergy with other OSOR projects?>*

[7] For more info on OSOR please refer to http://www.osor.eu/

6 GOVERNANCE

6.1 Project Owner (PO)

<As defined in the PM2 Projects Roles & Responsibilities.
The DG funding and being the main beneficiary of the project usually nominates a person as the owner of the project, namely the Project Owner (PO).>

6.2 Solution Provider (SP)

<As defined in the PM2 Projects Roles & Responsibilities.
The DG that will execute the project will resume this accountability and will nominate a person to act as the supplier, namely the Solution Provider (SP). It is common practice to assign the role of the Solution Provider to a Business Analyst at this stage.>

6.3 Approving Authority

<The appropriate decision maker as specified on the DG's governance structure (usually the chairman of a steering committee or the system owner).>

Signature of the approving authority …… Date ……

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* *<01.Project_Initiation_Request.XYZ.11-11-2013.V.1.0.docx>*	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	Project folder	*<Insert project folder location.>*
3	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

DG [Name]
Unit [Name]

Project Charter

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Project Charter
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Limited, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recoloured to black in the final version.

TABLE OF CONTENTS

1 EXECUTIVE SUMMARY

<This section should provide an executive summary. Complete this section last.>

2 CONSIDERATIONS ON THE BUSINESS CASE

<This section should include any pertinent considerations to the approved Business Case of the project. Topics such as the impact and urgency of the current situation described in the business case can be further elaborated in this section if necessary.

Validate, at project level, the external influences and impacts, such as interfaces, needs, and regulatory requirements that are to be addressed. Re-check how urgent it is to address the situation (how quickly does it need to be addressed). Note that the urgency should not be confused with the impact because it can have a small impact but it can still be an urgent situation to address.>

3 PROJECT DESCRIPTION

3.1 Scope

3.1.1 Includes ("IN" Scope)

*<This section should identify what it is considered as in scope for the project, i.e., the outputs that the project **WILL** deliver and which form the solution which addresses the current situation (problem, need or opportunity).The definition of the scope can be complemented with the scope of organizational change management activities associated with the implementation of the project and required to achieve the intended benefits.>*

<When defining scope or constraints, consider sustainability impacts on environment, economy, and society across the solution lifecycle.>

3.1.2 Excludes ("OUT" Scope)

*<This section should identify what it is considered as out of scope for the project, i.e., that the project will **NOT** deliver.*

From the synergies, interrelations and dependencies of the proposed solution, some areas of concern might seem to be part of the scope of the project. It's as important to define what is in scope of the project, as what it is out of scope, to better manage the expectations of the project's owner and stakeholders.>

3.1.3 Scope Statement

<This section should present an overall scope statement for the project. It should be complete enough for the management to understand the scope of the project.>

3.2 Success Criteria

<This section should describe the success criteria of the project. Think of success criteria as the criteria based on which the project as a whole can be deemed as a success or a failure.>

<Critical criteria for the project are those which in their absence the project cannot be considered a success. Try to distinguish any product success criteria from the overall project success criteria, in a way that the latter can relate to the project's expected outcomes.>

<Example: Conference project –"minimum of 150 conference attendants with representatives from at least 2/3 of Member States".>

3.3 Stakeholder and User Needs

<This section should list the key needs of the stakeholders and users that the project shall address.
(A user is considered as a group – or individual – that will use one or more of the project's outputs).

Use the questions below to help you describe each need:

- *Who is the stakeholder of this need?*
- *What is the need? What solutions does the stakeholder want?*
- *What are the reasons that justify addressing this need?*
- *How is it currently addressed?*

It's also important to indicate the relative importance of each need (from the stakeholder/user perspective). Ranking and cumulative voting techniques can reveal needs that must be addressed versus needs that stakeholders/users would like to be addressed (potentially).>

<When capturing user needs, also consider usability and user experience principles to ensure the solution meets user expectations effectively.>

ID	Need Description	Priority

3.4 Deliverables

<This section should identify the deliverables of the project. Think of deliverables as a tangible or intangible object produced as a result of the project that is intended to be delivered to the project owner organization. A deliverable could be an automated report, a document, a server upgrade or any other output of a project. A deliverable may be composed of multiple sub-deliverables.

Note that the standard project management deliverables (e.g. the PM² Artefacts) should not be considered in this section.>

ID	Deliverable Name	Deliverable Description

3.5 Features

<This section should define the expected features of the outputs that will be delivered to the users and to the project owner organization. Think of features as the high-level capabilities associated to the outputs that are necessary to deliver the expected benefits to the users. At this moment of the project, keep feature descriptions at a high level and focus on capabilities needed and why (not how) they should be implemented. These features will be expanded in greater detail later in the project as it becomes necessary to detail how these features will be implemented by the project core team.

To structure the way the features are identified and described, align them with the previously defined stakeholders and user needs. Keep in mind that one need may be answered by implementing several features.

Because this document is reviewed and read by a wide variety of stakeholders, the level of detail should remain general enough for everyone to understand it. However, enough detail must be available to provide the next stages of the project with the information needed to detail how the outputs will respond to the stakeholders and user needs.

Note: An example of a feature for an issue tracking system (IT System) might be the ability to provide a specific type of report. As the use-case model takes shape, it is recommended that you update their descriptions to refer to the use cases that detail them.>

Related Need	Features	Deliverable(s)
<Please refer to the identifier of the need (ID)>		

Note: Features and needs are examples of Requirements. For advanced Requirement Management, you can refer to the PM² Requirement Management Plan and/or use the Requirement Traceability Matrix artefact.

3.6 Constraints

<This section should describe any project constraints that affect the way we can manage this project. Constraints can come from areas such as the people that can be involved, schedule, budget, resources, products to be reused or acquired, technology to be employed and interfaces to other products. List the project constraints based on the current knowledge.

Also list decisions and compliance related constraints. Mention constraints that arise both from the organisation as well as from the external (to the project or/and organisation) environments.

In the case where a separate document does not exist, then you can also include information related to security constraints, document management constraints, data protection constraints, or other.>

<More specifically indicate any data protection obligations (e.g., GDPR) affecting the project scope, solution design, or data handling processes.>

<Also, consider IT security requirements (confidentiality, integrity, availability) from the start; align with your organisation's IT Security Policy.>

3.7 Assumptions

<This section should describe any project assumptions related to business, technology, resources, organisational environment, scope, expectations, or schedules.

At this stage, assumptions are considered to be facts (true); however they need to be further validated to ensure that they are indeed facts. Note that assumptions that have not been validated may become risks.>

3.8 Risks

<This section should highlight the key project risks that are identified at this initial stage and proposes corresponding risk management strategies. This initial risk assessment does not replace the full risk assessment that is conducted during the planning phase. You may refer to the project's Risk Log for a complete list and description of risks and corresponding actions – provide a link to the project's Risk Log.>

ID	Risk Description & Details	Status	Likelihood[1]	Impact[2]	Risk Level[3]	Risk Owner	Risk Response Strategy[4]	Action Details

4 Cost, Timing and Resources

4.1 Cost

<This section should describe the financing structure: Expenditures, budget lines, efforts and amounts.

Also provide a summary of previous investments in this area (e.g. when this project is a follow-up project).>

*Provide the **T**otal **C**ost of **O**wnership (TCO) of the delivered solution (project output). Calculate the cost for the involvement of the project team and all stakeholders (including costs, if any, for other DGs and/or external stakeholders).>*

<Provide at least the information requested in the table below, and add further details if necessary, such as any resulting cost savings.>

[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 / Accept / Reduce / Transfer for negative risks (threats) and Exploit / Accept / Enhance / Share for positive risks (opportunities).

	20Xa		20Xb		20Xc		20Xd		20Xe		
Expenditure	**Budget Line**	**Amount[5]**	**Budget Line**	**Amount**	**Budget Line**	**Amount**	**Budget Line**	**Amount**	**Budget Line**	**Amount**	**Total cost**
Solution Development[6] (k€)											
Solution Maintenance[7] (k€)											
Support [8] (k€)											
Training[9] (k€)											
Infrastructure[10] (k€)											
Total per year (k€)											
Total per year FTE officials[11]											

<Note: In the case that the proposed solution includes an Information System (IS) and it's to be financed from the 'Information Systems' budget line, clearly indicate the budget claim. For example: The MAP and CPO are requested to provide a favourable opinion to finance "name of the project" for a total of "amount" from the Information Systems appropriations of "indicate budget year".>

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

<This section should list the important project points in time of the project lifecycle (i.e. milestones) for events or project deliverables. The list can include an indication regarding the foreseen timing of the major project phases (e.g. the PM² phases of Initiating, Planning, Executing, Closing), as well as both project and project management deliverables (e.g. the Project Work Plan and the date it's expected to be finalized).>

ID	Milestone Description	Target Delivery Date

4.3 Planned Resources

<This section should describe project's resources requirements. Summarise here the numbers and type of staff required, including any special skills or experience, scheduled by project phase. Describe how you will approach finding and acquiring resources needed for the project: staff and equipment. Include all resources required to execute the project in all user/stakeholder groups including resources required in other DGs and/or external stakeholders (if any).

For non-human resources such as office space, special facilities, computer equipment, office equipment, and support tools, you can also identify which role is responsible for provisioning the specific items

*A full analysis of the resource requirements, including potential team member trainings needs can be produced planning phase and documented in the PM² **Resource Plan Document**.>*

ID	Resource Requirement	Description

5 APPROACH

5.1 Methodology

<This section should mention the chosen project management methodology that the project will follow. In case that PM² is not the chosen project management methodology, this section should describe the deviations to the standard/proposed project management methodology.

For the domain-specific work (e.g. information systems development), this section should also mention the chosen methodology or describe the deviations from the standard/proposed domain-specific methodologies (e.g. for information systems development, in case that RUP@EC is not chosen, this section should describe the deviations from the standard/proposed IT information systems development methodology).>

5.2 Change Management

<The sections below should describe how changes to the project will be handled (5.2.1 5.2.1Project Change), how changes to project documentation and other deliverables will be handled (5.2.2 Configuration Management), and how Organisational changes will be handled.

5.2.1 Project Change

*<This section should describe the adopted scope change management process. The changes to the content of this document (the description of the project) are subject to formal approval. Please refer to the PM² **Scope Change Management Plan** that describes the standard scope change control process for the project.>*

5.2.2 Configuration Management

<This section should describe the activities concerned with the creation, maintenance and controlled change of project items throughout the life of the project. All items which can only be modified after authorization by the relevant persons or committee (such as the project scope and other key project documentation) should be identified, along with the process for controlling changes to such items.>

*For more details, please refer to the PM² **Configuration Management** section of the Quality Management Plan which describes the standard configuration management process for projects.>*

5.2.3 Organisational Change

<This section should describe any organisational change goals and activities (further elaborated and planned in the PM² Business Implementation Plan) that need to be taken in to consideration.>

6 GOVERNANCE AND STAKEHOLDERS

6.1 Structure

<This section should describe the organisational structure of the project team and stakeholders, preferably providing a graphical representation. Please also refer to (or simply reference) the PM² Methodology which, for instance, defines and describes the members and responsibilities the Project Steering Committee (PSC) (i.e. Project Owner (PO), Business Manager (BM), Solution Provider (SP), Project Manager (PM)) .>

6.2 Roles and Responsibilities

*<This section should describe the Roles and Responsibilities of the Project Governance. You can refer to the PM² Methodology and include the assignment of the Standard PM² **Roles and Responsibilities**, or/and define any deviations from the Standard.>*

6.3 Other Stakeholders

<This section should identify all the stakeholders of the project and provide a brief profile description of the key stakeholders (and user groups) involved in the project, and the key problems that they perceive to be addressed by the proposed solution. It does not describe their specific requests or requirements as these should be captured in a separate artefact, however, it provides the background and justification for why the requirements are needed.>

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* *<02.Business_Case.XYZ.11-11-2013.V.1.0.docx>*	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	Project folder	*<Insert project folder location.>*
3	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

DG [Name]
Unit [Name]

Project Handbook

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Project Handbook
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Limited, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recolored to black in the final version.

TABLE OF CONTENTS

1. About the Project Handbook

The Project Handbook 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 is 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

<In this section, you can provide an executive summary of the project objectives and characteristics (or simply provide links to the Business Case and the Project Charter documents). Project Objectives may be further broken down into Sub-Objectives, however, this should be done in a manner that follows the simple rule: Sum (Sub-Objectives) = Objective.

This section gives you an opportunity to elaborate on the project's objectives, as they may be now better understood or simply can be expressed clearer. They should not however, define any new or different objectives, otherwise, formal change of the approved objective is required.>

2.2. Critical Success Factors and Project Management Objectives

<This section is optional but very useful.>

Critical Success Factors

<Highlight in this section those factors that are critical for the success of the project and which can also result in additional project management objectives. By identifying such Critical Success Factors (CSF), the project management team can focus their management efforts on those factors that contribute the most towards project success>.

<Examples of Critical Success Factors (CSF) are, stakeholder involvement, management support, clear business objectives and expectations, Agile process, shared project management methodology, tools and infrastructure, etc.>.

Additional Project Management Objectives

<Note that these additional objectives are not the project's sub-objectives (i.e. a break-down of the project's main objective).

Additional project management objectives go beyond the main project objectives and the generic/traditional project management objectives. However, they remain relevant to the specific project or overall programme/organizational context. They define specific project management objectives, such as organizational and team learning/development objectives, organizational maturity objectives, sustainability and environmental objectives, etc.

Additional objectives should be defined, managed and prioritized in a way that they maximize the overall project benefit to the organization and the project team, but without imposing any additional constraints or significant additional costs or effort to the project. In other words, they influence the overall approach of planning and implementation of the main project objectives, but no project work items directly derive from these objectives.

It is easy to see, for example, that many of the PM² Mindsets (found in the PM² Guide) can be directly or indirectly connected or translated to an additional objective.

The additional objectives should be discussed and agreed with the project team during the planning phase and approved by the Project Steering Committee (as part of the overall Project Handbook approval).>

2.3. Project Stakeholders

<Provide a brief summary of the most important project stakeholders/users, or simply reference the Stakeholder Matrix for a detailed list of all the involved people in this project.>

2.4. Project Dependencies or Interrelations

<Identify any dependencies or interrelations of this project with other work or projects that has/is/will be undertaken, or with other problems or solutions. For example, the project may be part of a programme or a network of projects each contributing towards a common goal.

Identifying and documenting these dependencies can influence the project management priorities, the management approach, can results additional objectives, or simply result in constraints and/or risks.>

2.5. Project Constraints

<Identify any constraints associated with the planning, executing, monitoring & controlling and closing of the project, or simply reference the relevant sections in the Business Case and Project Charter.

In this context, constraints are factual conditions that limit the ways that project work can be defined, planned, executed and controlled. Project teams need to acknowledge, understand and work around the project constraints.

The project's obvious "triple constraint" (i.e. time, cost, scope) can also be mentioned here, particularly if there are cost, time and scope "inflexibilities" (i.e. fixed cost, fixed/unmovable delivery/launch dates, etc.).

Constraints may be related to the collection of requirements (e.g. from member states or User Groups), contractors, staff, time/timing, technologies, tools, decision cycles or any other aspects of the project.

Examples of possible project constraints are: specific legal or internal process requirements that the project needs to follow (e.g. specific type of tendering process), environmental constraints, constraints related to physical characteristics for example of a work space, the security clearance or mandatory qualifications/certifications of team members or contractors, etc.

Particular attention should be given to constraints that need to be considered in order to start the planning and executing of the project and achieve the project goals.>

3. PROJECT APPROACH

3.1. Project Lifecycle

<Present the project management lifecycle (phases) to be used in the project and how the project will move forward from one phase to the next (i.e. the planned approvals or gates), and describe any deviations from the standard PM² project management lifecycle.

If applicable to your project, you can also define any planned work-stages or iterations and described the planned approach and key stage/iteration outputs.>

3.2. PM² Tailoring – Required Project Documentation

<Determine which project management plans are necessary for the project. The complexity of the project, the possible risks and the Project Steering Committee influence this decision. Use the list below or/and add/delete items in the list as per your project's needs.>

Artefact	Yes/No	Location	If No, briefly explain the reason
Project Initiation Request	x		
Business Case	✓		
Project Charter	✓		
Project Handbook *(this document)*	✓	*<H:\ProjectXYZ\Planning\ProjectHandbook.[ProjectName].[1-02-2013].docx>*	
Stakeholder Matrix			
Project Work Plan			
Transition Plan			
Other…			

3.3. Other Standards

<Define any other methodologies specific to the project's domain (e.g. PM²-Agile for IT projects) or standards that have to be considered for the planning and application of PM² processes.>

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

- PM²-Agile for the management of IT development;
- ….

<Customise the above list as per your project or/and organization needs.>

The following standards were considered when defining project approach:

- Commission Decision C(2006) 3602 – Concerning the security of information systems used by the European Commission;
- Decision 2001/844/EC, ECSC, Euratom - amending its internal rules of procedure, Annex: Commission Provisions on Security;
- ….

<Customise the above list as per your project or/and organization needs.>

3.4. Specific Project Management Rules

<Define any specific project management rules that will be applied in the project. The purpose of documenting project rules is to establish an agreeable set of "rules of conduct" that will facilitate the better management and execution of the project.

Project rules are usually related to defining rules regarding stakeholder/team interactions, communication, meetings, collaboration etc., and especially those aspects which cannot be easily covered by the project methodology, communication plan, meeting and reporting templates, or which are very specific chosen project management style.

Project rules can be related to the specific project or overall programme/organizational context, or/and can be derived directly from the project's critical success factors, project management objectives and the PM² Mindsets (found in the PM² Guide v2).

Inputs (information) that can be used to define the project rules are: the MoMs of the Project Planning Kick-off Meeting, "pre-project" information, and lessons learned from projects with similar objectives, constraints or risks, etc.>

3.5. Conflict Resolution and Escalations

<In this section the conflict resolution process for the project is defined. At the time of the conflict, the team can either effectively resolve it or escalate if necessary.

Typically, conflict can arise in any of the levels below:

- *Within the Project Core Team;*
- *Within a specific domain (e.g. the IT Community);*
- *With the client/requestor side or the user community;*
- *With a Contractor.>*

Conflicts are situations in which one or both parties perceive a threat. They are considered to be critical issues and can be raised by any of the project stakeholders. The Project Management team should proactively identify, log and raise such issues for resolution. When required, conflicts are discussed on the weekly Project Follow-up Meetings or, if needed, escalated to the Project Steering Committee (PSC).

Conflict resolution activities are registered in the Issue Log, while conflict resolution decisions can be logged in the Decision Log.

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 (PCT). In this case, the Project Manager (PM) must always be informed and decisions are registered in the Decision Log;
- Issues/changes/risks with Medium impact are approved by the Managing Level (Project Manager and Business Manager) during 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 Project Steering Committee (PSC) has extraordinary meetings for approving remediation actions related to urgent or very urgent issues with considerable impact or size.

<Customise the above process as per your project or/and organization needs.>

4. PROJECT PROCESSES

4.1. Risk Management

<This is a high level description of the risk management process to be used, which can be customized to the specific project and organizational context as necessary. Consider creating a separate more extensive project's Risk Management Plan for large, complex projects.>

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 is a four step process:

- **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, 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 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. Risks will be revised weekly, but also after the occurrence of any significant event. If any of the identified risks occur, then the Project Manager (PM) will implement the contingency plans and communicate the issue to the Project Steering Committee (PSC).

<Customise the above process as per your project or/and organization needs.>

4.2. Issue Management

<This is a high level description of the project issue management process to be used, which can be customised to the specific project and organizational context. Consider creating a separate more extensive project's Issue Management Plan for large, complex projects.>

The project issue management process defines the activities related to identifying, documenting, assessing, prioritizing, assigning, resolving and controlling issues. It is a four step process that the Project Manager (PM) executes whenever required throughout the project lifecycle:

- **Issue Identification:** Issues can be identified by any project stakeholder throughout the project lifecycle, using different communication channels such as meetings, emails, and reports. The issues are registered in the Issue Log.
- **Issue Assessment and Action Recommendation**: a first informal assessment considers the category, impact, urgency and size of the issue, followed by a more detailed analysis to identify the root cause and recommend a solution. This information is documented in the Issue Log and used as input to the appropriate decision makers (based on the escalation process). The decision is documented in the Decision Log.
- **Actions Implementation:** After issues are evaluated and the remediation actions approved, the Project Manager (PM) will incorporate these actions into the Project Work Plan and update project related documentation such as project plans and logs
- **Issue Control:** Project Follow-up meetings will be performed weekly and used to revise the status of issues and related actions, and to identify new issues. Additionally, the Project Manager (PM) will report monthly the status of the major issues to the Project Steering Committee (PSC) and, when adequate, to other project stakeholders

<Customise the above process as per your project or/and organization needs.>

4.3. Requirements Management

<This is a high level description of the requirements management process to be used, which can be customised to the specific project and organizational context. Consider creating a separate more extensive Requirements Management Plan for large, complex projects.>

The requirements management process comprises the activities related to the specification, evaluation, approval, monitoring and validation of the project's requirements. This process consists of the following steps:

- **Specify Requirements:** gather the project requirements together with the project stakeholders and document them unambiguously in the Requirements Document. Structure them by adding relevant metadata.
- **Evaluate Requirements:** the project team assesses the feasibility of the requirements and estimates the costs to realise them. The Project Manager (PM) balances the list of requirements with the other project constraints (budget, time, etc.) and proposes them to the project stakeholders.
- **Approve Requirements:** the Project Manager (PM) negotiates and agrees the requirements that will be realized during the project with the relevant stakeholders, such as the Project Owner (PO) or the Business manager (BM). The approved requirements become the baseline of the project scope.
- **Monitor Requirements Implementation:** the Project Manager (PM) continuously monitors the implementation of the requirements by the Project Core Team (PCT), besides the discovery of new requirements or changes to existing requirements.
- **Validate Implemented Requirements:** when the requirements are implemented the solution is validated by the business user in order to assess if the initial business need is satisfied. Formal acceptance of the project deliverables should comply to the Deliverables Acceptance Management process.

<Customise the above process as per your project or/and organization needs.>

4.4. Project Change Management

<This is a high level description of the project change management process to be used, which can be customised to the specific project and organizational context. Consider creating a separate more extensive Project Change Management Plan for large, complex projects.>

The project change management process defines the activities related to identifying, documenting, assessing, approving, prioritising, planning and controlling changes, and communicating them to all relevant stakeholders. It is a five step process that the Project Manager (PM) executes whenever 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 identify the change, such as the requestor, a short description, identification date, etc.
- **Change Assessment and Action Recommendation**: the size and impact of the change on the project objectives is assessed, where after a recommended action will be documented by the Project Manager (PM) in the Change Log., This information is then used as an input to the formal change approval by the appropriate decision makers.
- **Change Approval:** the approval of a project change will follow the defined escalation process for this project. 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 (having a size L or XL) are approved by the Project Steering Committee (PSC). The decision details are documented in the Change Log.
- **Change Implementation:** the activities related to the implementation of approved changes 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 (PM) 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 (PM) will report on a monthly basis their status to the Project Steering Committee (PSC) and, when adequate, to other project stakeholders.

<Customise the above process as per your project or/and organization needs.>

4.5. Quality Management

<This is a high level description of the quality management approach to be used, which can be customised to the specific project and organizational context. Consider creating a separate more extensive Quality Management Plan for large, complex projects.>

The project quality management process comprises all activities (related both to processes and deliverables) that will increase the ability to meet the project expected results identified in the Project Charter. The process is comprised of five steps:

- **Define Quality Characteristics:** identify the objectives, approach, requirements, activities and responsibilities of the project's quality management process and how it will be implemented throughout the project. Quality management activities will be added to the Project Work Plan. The Quality Review Checklist and Deliverables Acceptance Checklist are created during the Planning phase.
- **Perform Quality Assurance:** the quality assurance activities will be performed by evaluating the design of project controls, by confirming that they are implemented, and by assessing their operational effectiveness. These activities will consider the project quality objectives along

with the project risks. Quality assurance activities will be performed by a Project Quality Assurance (PQA) person, and by the project organization (PCT, BM, SP).

- **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 risks, 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 their formal acceptance. Project deliverables are accepted if the acceptance activities 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 Acceptance:** the Project Manager (PM) will report on project performance in the Project-End Review Meeting and develop the Project-End Report. The project documentation and records will be updated, reviewed and archived. The final acceptance is obtained from the Project Owner (PO), through the Project Acceptance Note, whereafter the project end is communicated to all relevant stakeholders.

<Customise the above process as per your project or/and organization needs.>

4.6. Configuration Management

<This is a high level description of the configuration management approach to be used, which can be customised to the specific project and organizational context. For large or complex projects, consider integrating this plan into a separate more extensive Quality Management Plan.>

The project configuration management procedure comprises the identification of project configuration items (CIs), their attributes and status codes, the establishment of baselines, the definition of roles and responsibilities for authorised changes to CIs, and the maintenance and control of a project repository.

Storage of project management artefacts

The Project Manager (PM) will structure the project management artefacts per PM^2 phase, following the below folder convention:

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

Naming convention of project management artefacts

The following artefact naming convention will be used:
(XX).(DocumentName).(ProjectName).(yyyy-mm-dd).v(x.x), where:

- (XX) (two numerical characters) unique artefact number within the folder indicating the artefact sequence.
- v(x.x) indicates the artefact version. Version numbers like "0.x" mean that the document hasn't been approved yet; minor changes will be reflected in the decimal (revisions number) and major changes (formal reviews) in the number.

Versioning of project management artefacts

All project management artefacts are under version control, except for the project logs and checklists.

4.7. Communications Management

<This is a high level description of the communications management approach to be used, which can be customised to the specific project and organizational context. Consider creating a separate more extensive Communication Management Plan for large, complex projects.>

The communications management process determines how to communicate most efficiently and effectively to the various stakeholders. It defines and documents the communication items content, format, frequency, the audience and expected results. It also defines how to communicate project status and the assignment of activities to the various stakeholders, and the communication strategy for each stakeholder, based on their interests, expectations and influence in the project.

The following project meetings will be organised:

Meeting	Chair	Frequency
Planning Kick-off Meeting	Project Manager (PM)	Once
Executing Kick-off Meeting	Project Manager (PM)	Once
Project Status Meeting	Project Manager (PM)	Every 2 weeks
Project Core Team Meeting	Team Leader (TL)	Weekly
Project Progress Meeting	Project Manager (PM)	Quarterly
Project Steering Committee Meeting	Project Owner (PO)	Monthly
Change Control Meeting	Project Manager (PM)	Ad Hoc
Project-End Review Meeting	Project Manager (PM)	Once

The following project reports will be delivered:

Report	Responsible	Frequency
Project Status Report	Project Manager (PM)	With Follow-up meeting
Project Progress Report	Project Manager (PM)	After Review Meeting
Quality Review Report	Project Manager (PM)	Quarterly
Outsourcing (Contractor) Status Report	Contractor	Monthly
Project-End Report	Project Manager (PM)	With Project-End Review

<Customise the above process as per your project or/and organization needs.>

4.8. Deliverables Acceptance Management

<This is a high level description of the deliverables acceptance management approach to be used, which can be customised to the specific project and organizational context. Consider creating a separate more extensive Deliverables Acceptance Management Plan for large, complex projects.>

The quality management process comprises the activities related to deliverables acceptance, in order to increase the ability to meet the acceptance criteria. This process is consists of three steps:

- **Define Acceptance Criteria:** define the acceptance criteria for each one of the project deliverables. This information is derived from project objectives, approach, requestor needs, deliverables, expected benefits and resources available (as defined in the Business Case, Project Charter, Project Handbook, Project Work Plan, and other relevant plans).
- **Perform Acceptance Activities:** verify if the deliverables comply with the acceptance criteria. The deliverables acceptance activities are detailed and scheduled in the Project Work Plan.
- **Perform Deliverables Acceptance (provisional/final):** obtain formal approval from the Project Owner (PO) for each project deliverable. The provisional/final acceptance should be documented in the Deliverables Acceptance Note. Project deliverables are accepted if the acceptance activities (as described in this plan) are successfully performed and within the pre-specified metrics, tolerances and timeframe. Project deliverables may be provisionally accepted by an expert/user in the concerned acceptance domain, even with a limited set of non-critical issues, provided that these are documented, agreed by the relevant stakeholders, and that there is a plan for addressing them. The rejection of deliverables will follow the project issue management process. After the resolution of the issues, deliverables are re-tested and submitted again for approval.

<Customise the above process as per your project or/and organization needs.>

4.9. Transition Management

<Present a high level summary of the transition management approach to be used in order to guarantee the successful transition from the current state to the new desired state, with clear considerations to minimizing disruptions in operations, or/and simply provide a link to the project's Transition Plan.>

The transition management process comprises the activities related to ensure a smooth transition from the "project mode" to the "operations mode". This process consists of the following steps:

- **Identify Transition Goals:** identify the goals to reach at the end of the transition. Define what must be achieved in order to consider the transition successful. Document any prerequisites that must be fulfilled before the transition can start.
- **Identify Transition Activities:** define and estimate all transition activities that must be accomplished before, during and after the transition in order to reach the transition goals. Determine the responsible for each activity. Integrate these activities in the overall Project Work Plan and manage them as being part of normal project activities. Don't forget coordination, communication or other more specific transition activities, such as: backups, data conversion, training, developing a roll-back plan, etc.
- **Develop Transition Schedule:** determine the transition timeline and milestones. Estimate the length of the transition period and the extent of overlap with other project activities. Develop a high-level schedule for all transition activities.

<Customise the above process as per your project or/and organization needs.>

4.10. Business Implementation Management

<Present a high level summary of the business implementation management approach to be used in order to prepare and change the performing organisation to use the project's outputs or/and simply provide a link to the project's Transition Plan.>

The business implementation management process comprises the activities related to prepare and manage the changes to the organisation that will occur as a result of the project. This process consists of the following steps:

- **Identify Impact on Processes:** assess how the project will affect already existing business processes in the performing organization. Define the new business processes. Strive to disrupt normal business operations as little as possible during project implementation.
- **Identify Impact on People:** assess how the project will impact the people using the project's outputs. Consider resistance-to-change, communication, functional support, training, etc.
- **Identify Cultural Impact:** assess how the project will have an impact on the organizational culture. Consider individual or group behavior, organizational practices or shared values.
- **Define Implementation Strategy:** define the communication strategy, promotional and other change activities that fall within the project's responsibilities and that will promote a smooth implementation of the project's outputs into the organization.
- **Define Change Activities:** define necessary change activities that support the implementation strategy. Consider project activities, change activities for the organisation and post-project change activities.

<Customise the above process as per your project or/and organization needs.>

4.11. Resource Management

<This section should present how the necessary resources will be acquired, managed and, if necessary, released at the end of the project. Resources can be human (people with specific skills) or non-human (for example hardware, licences, a building, a meeting room…

In particular for human resources, this section should describe how external resources can be contracted (allowed framework contracts etc.), measured and released. For internal resources, any temporary authority delegation, re-organisation in the hierarchy, need to be clarified in order to avoid authority conflicts. If additional training is needed the following elements from the Resource Plan can be added.>

Training Needs

The purpose of this section is to document and track the training required for the project, capture project training records and document any waivers for required project training. This summary of project-specific training will also be used to bring new people on board to the project.

Note that the training needs to not refer to any user/stakeholder training on the final deliverables, but rather only covers any training that members of the Project Team will need to be more effective in their project work. For example, training on the PM^2 Methodology may be deemed as necessary for the Project Manager (PM) and the Business Manager (BM), or technical trainings for any technical Project Core Team (PCT) Members.

Training on project-specific procedures/methods/tools will be provided to the project team and any other groups the project interfaces with, as required. This training will be provided by or acquired by the Project Manager (PM).

<Examples of project-specific training include, but are not limited to:

- *Project's Issues Management procedure*
- *Technical aspects of the project*
- *Configuration Management System and associated procedures being used by the project*
- *etc >*

Resource ID	Resource	Training/ Skill	Current skill level	Desired skill level	Method of Delivery	Delivered by	Target Delivery Date
H.5	*Programmer*	*Java*	*Intermediate*	*Advanced*	*Coaching*	*Resource Y*	*22/03/2013*
H.6	*Programmer*	*Rational Tools*	*Beginner*	*Advanced*	*Internal course*	*Trainer X*	*12/03/2013*
H.7	*Tester*	*Mercury tools*	*Beginner*	*Intermediate*	*External Course 3-days*	*DTS Training centre*	*18/03/2013*

***Training/skill –** this is a specific item which requires training*
***Current skill level –** identifies the skill level that the personally actually has in this item*
***Desired skill level –** identifies the skill level that the personally must acquire in order to deliver the requested project results*
***Method of Delivery -** identifies the method of delivery (i.e., self-study, project kick-off meeting, scheduled training session, formal classes, mentoring, etc.)*
***Delivered by–** identifies who will deliver the training when the method of delivery is by a person or a group (i.e., IS Project Manager, Learning **Services,** experienced team member, etc.)*
***Target Delivery Date –** this is the planned date for training on this item to be completed*

5. Project Progress Measurement

5.1. Project Progress Measuring Approach

<This section should provide a summary of the project progress measuring approach that will be used for the monitoring (tracking) and controlling of the project. For example, Earned Value Management (EVM) or Earned Schedule Management (ESM) may be the preferred method, or perhaps simply tracking at the milestone level is deemed as adequate.

It is useful to also define in this section what information will be tracked (e.g. Effort spent, money spent, etc.) and how often.>

5.2. Project Reports

<In the subsection below, define and describe the reports to be used during this project. The frequency, medium and recipients will be defined in the Communications Management Plan.>

5.2.1. Status and Progress Reports

<In this section the various types of progress reports should be defined and briefly described, and links to the report templates should be provided. As per the project configuration rules, the location of the folder with all the completed progress reports should also be provided.>

5.2.1.1. Other Reports

<In this section all other types of project reports should be defined and briefly described and links to the report templates and the location of the folder with all the completed reports should be provided.>

5.3. Project Checklists

<This section should provide a list of the project checklists that will be used for the monitoring and controlling of the project. Eliminate the ones that will not be used>

Following checklists will be used in order to monitor and control the project:

- Phase-exit Review Checklist
- Quality Review Checklist
- Deliverables Acceptance Checklist
- Transition Checklist
- Business Implementation Checklist
- Stakeholder Checklist

6. Project Roles & Responsibilities

6.1. Consolidated Responsibilities Assignment Matrix (RAM/RASCI)

Initiating	**AGB**	**PSC**	**PO**	**BM**	**UR**	**SP**	**PM**	**PCT**
Project Initiation Request	I	n.a.	**A/S**	**R**	**S**/C	I	n.a.	n.a.
Business Case	I	C	**A**	**R**	C	**S**	**S**	n.a.
Project Charter	I	**A**	C	**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
Outsourcing Plan	**A**	C	C	C	I	**S**	**R**	I
Deliverables Acceptance Plan	I	**A**	C	**S**	I	C	**R**	C
Transition Plan	I	**A**	C	C	C	C	**R**	C
Business Implementation Plan	I	I	**A**	**R**	C	I	**S**	I
Management Plans								
Requirements Management Plan	I	I	**A**	C	C	I	**R**	S
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
Quality Management Plan	I	**A**	C	C	C	C	**R**	C
Communications Management Plan	I	I	**A**	**S**	C	I	**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 Stakeholders	I	I	**A**	S/C	I	C	**R**	I
Manage Requirements	I	I	**A**	C	C	I	**R**	S
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 Quality	I	I	I	**S**/C	C	**A**	**R**	C
Manage Deliverables Acceptance	I	I	**A**	**S**	C	C	**R**	C
Manage Business Implementation	I	I	**A**	**R**	C	I	**S**	I
Manage Transition	I	**A**	C	C	C	C	**R**	C
Manage Outsourcing	**A**	C	C	C	I	**S**	**R**	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

6.2. Description of Project Roles and Responsibilities

In the following section, the roles of major players in a project are described alongside with the responsibilities, expectations, rights and duties of each participant in the project.
<Only keep the roles relevant to your projects. Any deviations to the Standard PM² Roles & Responsibilities should be highlighted.

Bear in mind that a role that a person performs in a project may be independent of his function in the personnel in a DG. Nevertheless, certain roles necessitate a certain level of authority in the organisation as well as some competences that may appear at the function specification for a person. In such cases the descriptions of a role also mention the function that this person occupies in the organisation.>

6.2.1. Project Stakeholders

Description
Project stakeholders are people (or groups) who can affect or can be affected by both the activities performed during the life of a project, or/and by the project's output(s) and outcome(s). Stakeholders can be directly involved in a project's work, or can be members of other internal organisations, or even be external to the performing organisation (e.g. suppliers, users, EU citizens).
Responsibilities
• <Describe the responsibilities for specific project stakeholder groups>

6.2.2. Project Steering Committee (PSC)

Description
The permanent members of the committee are: • Project Owner (PO) who chairs the committee, is the key-decision maker and accountable for the success of the project. • Business Manager (BM) who is a delegate of the Project Owner (PO) and collaborates closely with the Project manager (PM). • Solution Provider (SP) who assumes the overall accountability for the project deliverables. • Project Manager (PM) who is responsible for the entire projects and its deliverables . The optional members of the committee are: • User Representatives (UR) who represents the interests of the users to the project. • Project Support Office (PSO) that administers PSC meetings and project documentation. • Project Quality Assurance (PQA) that is responsible for quality assurance and auditing. • Architecture Office (AO) that plays an advisory role on architectural aspects of information systems. • Contractor's Project Manager (CPM) responsible for the outsourced parts of the project. • Data Protection Coordinator (DPC) to consult and advise on data protection aspects. • Local Information Security Officer (LISO) to consult, and advise on security aspects. • Document Management Officer (DMO) to assure a coherent implementation of the document management roles.

Responsibilities
• Champions the project and raises awareness at senior level. • Guides and promotes the successful execution of the project at a strategic level, keeping the project focused towards its objectives. • Ensures adherence to organisation policies and directions. • Provides high level monitoring and control of the project. • At the end of the Initiating phase, authorises the project to continue, based on the project's Business Case and Project Charter, unless this is performed by the Appropriate Governance Body (AGB). • At the end of the Planning Phase, authorises the project to continue to the Executing phase, based on the Project Handbook and Project Work Plan. • Authorises plan deviations, scope changes with high project impact and decides on recommendations. • Arbitrates on conflicts and negotiates solutions to escalated issues. • Drives and manages change in the organisation caused by the project. • Approves and signs-off the management artefacts regarding quality, delivery and closing (Business Case, Project Charter, Project Work Plan, etc.).

6.2.2.1. Project Owner (PO)

Description
Is the key project decision maker and accountable for project success.
Responsibilities
• Acts as the project champion promoting the success of the project. • Chairs the Project Steering Committee (PSC). • Provides leadership and strategic direction to the Business Manager (BM) and Project Manager (PM). • Sets the business objective and defines the Business Case for the project. • Owns 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. • Coordinates resolution of issues and conflicts. • Ensures that the project outcome meets the business expectations. • Drives organisation change and monitors proper evolution and change implementation. • Approves and signs-off all key management milestone artefacts (Project Handbook, Project Management Plan, Business Implementation Plan, etc.).

6.2.2.2. Solution Provider (SP)

Description
Assumes overall accountability for the project deliverables.
Responsibilities
• Represents the interests of those designing, delivering, procuring, and implementing the project's deliverables. • May help the Project Owner (PO) to define the Business Case and objectives for the project. • Agrees on objectives for the supplier activities and approves the contractor's deliverables for the project (if applicable). • Assumes the overall accountability for project deliverables and services requested by the Project Owner (PO). • Mobilises the required resources from supplier side and appoints the Project Manager (PM)

6.2.2.3. Business Manager (BM)

Description
Represents the Project Owner (PO) on a daily basis within the project and collaborates closely with the Project Manager (PM).
Responsibilities
• Assists the Project Owner (PO) on the specification of the project and the main business objectives. • Establishes and guarantees an efficient collaboration and communication channel with the Project Manager (PM). • Coordinates the Business Implementation Group (BIG) and acts as a liaison between the User Representatives (UR) and the provider organisation. • Is responsible for the Project Initiation Request, Business Case and Business Implementation Plan. • Ensures that the products delivered by the project fulfil the user's need • Manages the business side activities of the project and assures that the required business resources are made available. • Devises the best track for business change or reengineering actions, when needed. • Ensures that the business organisation is ready to accommodate the project's deliverables when made available by the provider organisation. • Leads the implementation of the business changes within the users DG. • Coordinates the schedule and delivery of user training (and production of necessary user support material).

6.2.2.4. Project Manager (PM)

Description
Manages the project on a daily basis and is responsible for the qualitative product delivery within the imposed constraints.
Responsibilities
• Proposes and executes the project plans as approved by the Project Steering Committee (PSC). • Daily manages and coordinates the Project Core Team (PCT) activities, making optimal use of the allocated resources. • Ensures that project objectives are achieved within the quality, time, and cost objectives,

taking preventive or corrective measures where necessary.
- Manages stakeholder's expectations.
- Is responsible to create all the management artefacts (except Project Initiation Request, Business Case and Business Implementation Plan) and proposes them for approval to the Project Owner (PO) or the Project Steering Committee (PSC).
- Ensures a controlled evolution of products under version control, by implementing the Project Change Management Plan.
- Compares project actuals and expenditures to what was planned and reports project progress accordingly to the Project Steering Committee (PSC).
- Performs risk management for project related risks.
- Escalates unresolvable project issues to the Project Steering Committee (PSC)
- Liaises between the Directing and Performing Layers of the project.

6.2.3. Business Implementation Group (BIG)

Description
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 the project deliverables into everyday work.
Responsibilities
• 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 design or updating of any affected business processes. • Prepares the affected business area for the upcoming change • Advises the Business Manager (BM) concerning the readiness of the organisation to change • Embeds the project deliverables into the business operations and implements organisational change activities that fall under the scope of the project.

User Representatives (URs)

Description
Represent the interests of the end-users in the project. User Representatives (URs) are part of the Business Implementation Group (BIG). Involving the User Representatives (URs) throughout the project is important, as they gain visibility of project activities, a sense of ownership and motivation, which ensures that the deliverables are fit for business purpose.
Responsibilities
• Helps to define business needs and requirements. • Ensures that the project specifications and deliverables meet the needs of all users. • Approves on behalf of the users the project specification and acceptance criteria. • Communicates and prioritises user opinions in Project Steering Committee (PSC) decisions on whether to implement recommendations on proposed changes. • Participates in demonstrations and pilot phases as needed. • Performs the user acceptance tests. • Signs off documents related to the users (documentation, requirements, etc.). • Guarantees the stability of the business during the transition towards the new operational state.

6.2.4. Project Core Team (PCT)

Description
Consists of the specialist roles responsible for the creation 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
Under the coordination of the Project Manager (PM), the Project Core Team (PCT): • 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. • Produces project deliverables. • 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.

6.2.4.1. Contractor's Project Manager (CPM)

Description
Leads the contractor's staff working on the project.
Responsibilities
• Collaborates closely with the Project Manager (PM). • Plan, controls and reports on the production of deliverables. • Ensures that all work is performed on time and to the agreed standards and quality. • Guarantees the successful completion and delivery of the subcontracted activities.

6.2.4.2. Assistant Project Manager (APM)

Description
In large projects the Project Manager (PM) might find it useful to delegate a part of the project management tasks to an assistant. This Assistant Project Manager (APM) works closely together with the Project Manager (PM) in realizing the project objectives and acts as a his backup. Although the Project Manager (PM) can delegate certain tasks to the Assistant project Manager (APM), the PM remains responsible for the correct execution of these tasks.
Responsibilities
• Reports to and takes directions from the Project Manager (PM). • Assists in the development and execution of project and team plans (or parts of it). • Communicates plans, decisions, and instructions to the Project Core Team (PCT) or external contractors. • Participates in coordinating the Project Core team (PCT) and Project Support Team (PST). • Provides guidance to project participants in support of work execution. • Assists with the organisation of project meetings and creating the minutes. • Gathers status information, actuals and forecasts of all work packages and advises the Project Manager (PM) of any discrepancies. • Proactively detects quality or scheduling issues and proposes preventive actions. • Prepares or contributes to project status reports in timely manner. • Supports the risk and change management process, updates the Risk and Change Logs.

• Coordinates deliverable acceptance with internal and external users and stakeholders. • Establishes the routine project communications to inform project stakeholders.

6.2.4.3. Development Team (DT) - IT Projects only

Description
Team that develops information systems, typically composed of team members with profiles like analyst, programmer, tester, etc.
Responsibilities
• Provides the service to the DG's user groups based on the agreed SLA, the quality plans and standards of the DG during project developments and major evolutions. • Develops and performs major software upgrades of the specific IT application.

6.2.4.4. Application Management Team (AMT) - IT Projects only

Description
Team that manages and supports information management applications and keeps them up-and-running according to a service level agreement (SLA).
Responsibilities
• Ensures the day-to-day running of the specific IT applications. • Provides the service to users based on the SLA, the quality plans and standards of the DG. • Performs upgrades of the specific IT application software in production after new releases are tested and accepted by the impacted DG user community.

6.2.4.5. System Support Team (SST) - IT Projects only

Description
Team that supports the system infrastructure for information systems, typically focused on hardware, operating systems, networks, databases, etc. This role can be assumed by the Data Centre or the local operations team.
Responsibilities
• Ensures the day-to-day running of the system (hardware and software) in order to provide services to the user community as specified in the service level agreement (SLA). • Maintains the hardware structure and in accordance with the user's needs. • To perform updates of the software (operating systems, etc.).

6.2.5. Project Support Team (PST)

Description
Consists of the roles responsible for providing support to the project. The composition and structure of the Project Support Team (PST) depends on the size of the project and is defined by the Project Manager (PM). The Project Support Team (PST) role may be assumed by team members, a specific team or be provided as horizontal services by the organisation.
Responsibilities
• Provides administrative support to the project. • Defines requirements for reporting and communications. • Administers the Project Steering Committee (PSC) meetings and produces consolidated reports. • Supports the Project Manager (PM) in planning, monitoring and controlling the project. • Advises on project management tools and administrative services. • Administers the project documentation (versioning, archiving, etc.).

Examples of roles comprising the PST are: Project Support Office (PSO), Project Quality Assurance (PQA), Architecture Office (AO).

6.2.5.1. Project Support Office (PSO)

Description
Provides support to the Project Manager (PM) and the Project Core Team.
Responsibilities
• Advises on project management tools, guidance and administrative services. • Administers Project Steering Committee (PSC) meetings. • Produces consolidated reporting to the Project Steering Committee (PSC). • Manages internal communication. • Establishes standards, tools, procedures and methods for use on the project. • Administers Project Management aspects such as document change control, baseline of plans, etc. • Can play the role of the custodian and guardian of all master copies of the project's products.

6.2.5.2. Project Quality Assurance (PQA)

Description
Assures the quality of the project and its deliverables, independently of the Project Manager (PM).
Responsibilities
• Ensures adherence to DG policies, directions and predefined project management processes. • Establishes quality assurance standards. • Supports the Project Manager (PM) in planning, monitoring and controlling the quality of the project. • Reviews project management processes and artefacts (e.g. Project Charter and Project Management Plans) as part of quality assurance. • Identifies non-conformities or opportunities for improvement and recommends actions to the Project Steering Committee (PSC) for decision. • Reports to the Project Steering Committee (PSC).

6.2.5.3. Architecture Office (AO) - IT Projects only

Description
Advises project teams on architectural aspects of information systems.
Responsibilities

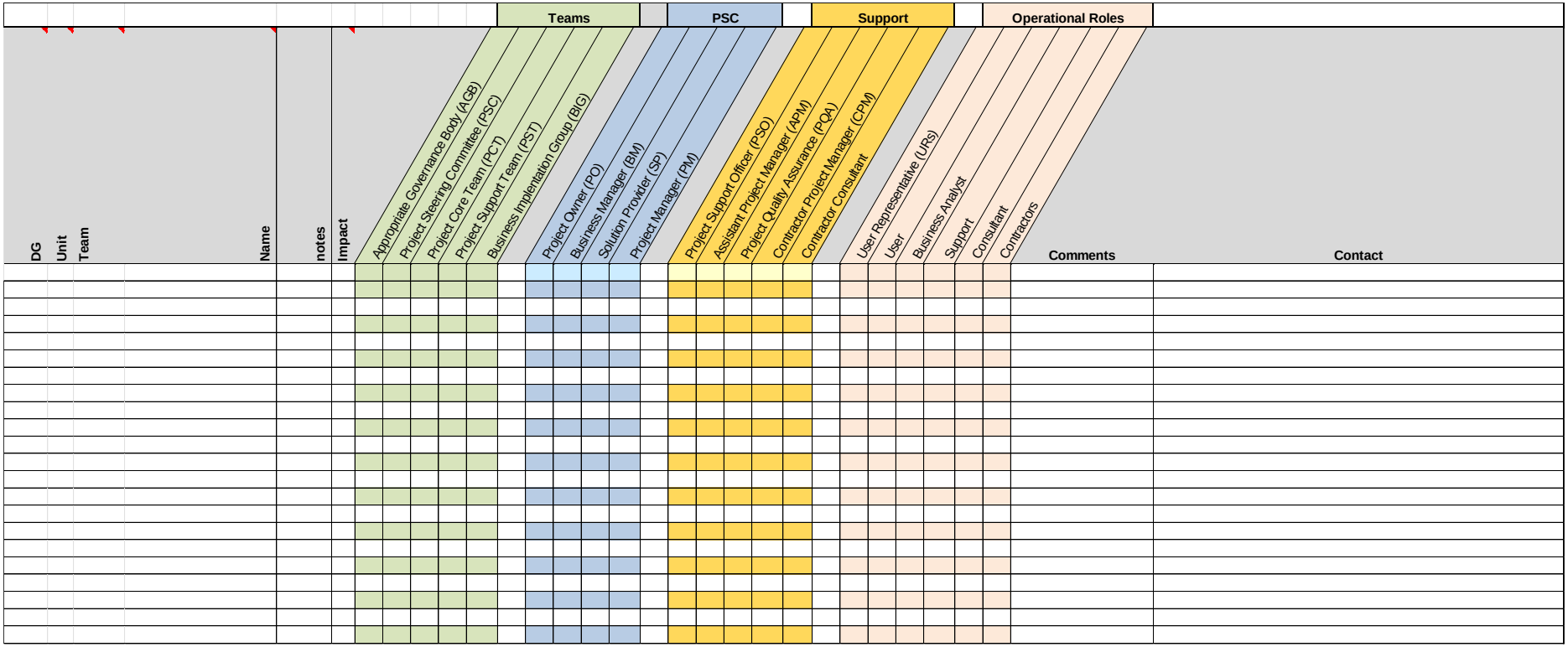
• Develops architecture standards for all projects.
• Approves application and system architecture orientations of the various projects.
• Advises project teams on architectural aspects of:
  ○ Application Architecture
  ○ IT Systems Architecture

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* *<03.Project_Charter.XYZ.11-11-2013.V.1.0.docx>*	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	Project folder	*<Insert project folder location.>*
3	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

Stakeholder Matrix



<Name of Stakeholder>

Guidelines
< Fill in one sheet for the 3-5 most important stakeholders of your project. Keep the gathered information private >

Personal information	
Name	
Surname	
Role	
Mobile	
Email	
Internal	
DG	Template Version: 3.0.1
Unit	
External	
Company	
Address	

Guidelines
< Here you can indicate if the person is internal or external to the commission and add the mobile phone and email address >

Involvement during phases			
Phase	Value	Low	High
Initiating			
Planning			
executing			
Closing			

Guidelines
< Indicate for each phase the level of involvement of the stakeholder where 1 stands for Low and 5 is full involvement >

Communication preference						
Frequency	FTF	SMS	Mail	PSR	PSC	Other
Daily						
Weekly						
Bi-monthly						
Monthly						
Crisis						

Guidelines
< This table gives you an overview of when and how the stakeholders wants to be informed. This can be on a daily basis or as opposite only when a crisis situation pops up. Regarding the means this goes from facetoface (FTF) over SM and mail to status reporting and/or project steering committee. The level of the communication is not foreseen >

Influence	
Topic	Value
Power	
Interest	
Influence	

Guidelines
< This part is foreseen to get your view on the influence this stakeholder has on your project . *power to force decisions, interests in the project and influence when decisions need to be taken>*

Risk appetite	
Area	Level
Budget	
Timing	
Scope	
Other	

Guidelines
< Indicate for each area if the stakeholder is willing to agree deviations, values goes from "Acceptable" to "Deviation is not acceptable" >

Concerns and needs

Guidelines
< In this section you can fill in the concerns the stakeholder has and his/her specific needs for the project (e.g. GO live date cannot be changed due to link with other projects) >

Details

Guidelines
< This section is foreseen to put specific details about the person that can be of interest, e.g. hobby's, languages, name of kids etc >

Project Roles

This sheet gives an overview of the possible roles and their definition in PM²

Role	Initials	R/P	Group	Role type	Description	PSC participati	Classification
Analyst Programmer	APR	Provider	Both	Optional role	Develops the solution according the specifications	On request	IT specific roles
Appropriate Governance Body	AGB	Requestor	Group	Optional role	Management committee governing a number of projects, mostly on unit or DG level	On request	Teams
Architecture Office	AO	Provider	Group	Optional role	Plays an advisor role on is architectural aspects.	On request	IT specific roles
Assistant Project Manager	APM	Provider	Individual	Optional role	Assists the Project Manager on project management/Administration activities	On request	Support
Busines analyst	BA	Provider	Group	Optional role	Defines the business requirements for the project	No	Operational role
Business Implementation Group	BIG	Requestor	Group	Key role	They plan and implement the business change activities.	On request	Teams
Business Manager	BM	Requestor	Individual	Key role	Acts on a daily basis on behalf of the Project Owner	Key member	Roles
Consultant	CO	Provider	Individual	Optional role	A person that can give advice regarding specific topics	No	Operational role
Contractor	CON	Provider	Group	Optional role	An external company that is contracted for a specific task(s)	No	Operational role
Contractor's Project Manager	Template Ver	Provider	Individual	Optional role	Leads the contractor's staff working on the project	On request	Support
Data Protection Coordinator	DPC	Provider	Individual	Optional role	Consults and advises on Data Protection aspects.	On request	Other DG Role
Document Management Officer	DMO	Provider	Individual	Optional role	Nominated by the DG to assure a coherent implementation of the Document Management Roles.	On request	Other DG Role
Functional Analyst	FAN	Provider	Individual	Optional role	Analyses and describes the requirements	On request	IT specific roles
Functional Architect	FA	Provider	Individual	Optional role	Creates the functional architecture of the solution	On request	IT specific roles
Leader of Application Mgmt	LAM	Provider	Individual	Optional role	Responsible for the delivery of the application	On request	IT specific roles
Leader of System Support	LSS	Provider	Individual	Optional role	Responsible to give support regarding system items	On request	IT specific roles
Local Information Security Officer	LISO	Requestor	Individual	Optional role	Consults and advises on Security aspects.	On request	Other DG Role
Project Core Team	PCT	Provider	Group	Key role	They are responsible for the implementation of the project deliverables	On request	Teams
Project Manager	PM	Provider	Individual	Key role	Is responsible for the entire project and its deliverables	Key member	Roles
Project Owner	PO	Requestor	Individual	Key role	The final responsible for the project, typically a head of unit of a DG	Chairman	Roles
Project Quality Assurance	PQA	Provider	Both	Optional role	Responsible for quality assurance and auditing.	On request	Support
Project Steering Committee	PSC	Both	Group	Key decision body	The committee that governs the project made up of PO, BM, PM, SO	Yes	Teams
Project Support Office	PSO	Provider	Group	Optional role	Offers support services to the Project Manager (PM)	On request	Support
Project Support Team	PST	Provider	Group	Optional role	They provide administrative and communications support	On request	Teams
Release Manager	RM	Provider	Individual	Optional role	Plans and supervises every release of the solution	On request	IT specific roles
Solution Provider	SP	Provider	Individual	Key role	Is responsible for providing the solution, typically a Head of Unit *(e.g. IRM within an IT organisation).*	Key member	Roles
Support	SU	Provider	Group	Optional role	A group that can support the project (administation, meeting rooms, ...)	No	Operational role
Technical Architect	TA	Provider	Individual	Optional role	Creates the technical architecture of the solution	On request	IT specific roles
User	US	Requestor	Group	Optional role	The group that will use the solution	No	Operational role
User Representatives	Urs	Requestor	Both	Key role	They represent the interests of the users in the project.	On request	Operational role

DG [Name]
Unit [Name]

Project Work Plan

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² v3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Project Work Plan
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Limited, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recoloured to black in the final version.

TABLE OF CONTENTS

1. INTRODUCTION

The Project Work Plan documents all project management and project activities needed to achieve the project goals 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.

This Project Work Plan includes the estimated effort/cost and schedule (with milestones) for ALL project activities, including the ones identified and described in other project plans (i.e. Transition Plan, 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.

<Note that this document should be formally updated and released whenever there is a change to the baselined work plan, which ideally should be harmonized with the predetermined controlling period.>

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.

<Include tasks or deliverables related to sustainability objectives, security controls, or UX testing, etc.>

<Note that you are not obliged to use any of the templates provided in this document. You can use your own templates, or software application (e.g. MS Project) to create and document your Work Plan breakdown. If you prefer, you can copy paste your baselined plan into this document or simply reference the relevant file (offer a link or a folder/file location).>

Each component of the work breakdown has a unique type (e.g. Deliverable, Activity, Task, Work Package), a name and 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

<Choose one of the approaches for the representation of the work breakdown. For instance the work breakdown can be based on any of the following approaches: Deliverables-based breakdown, Work-based breakdown, or Phase-based breakdown.>

<Tips:

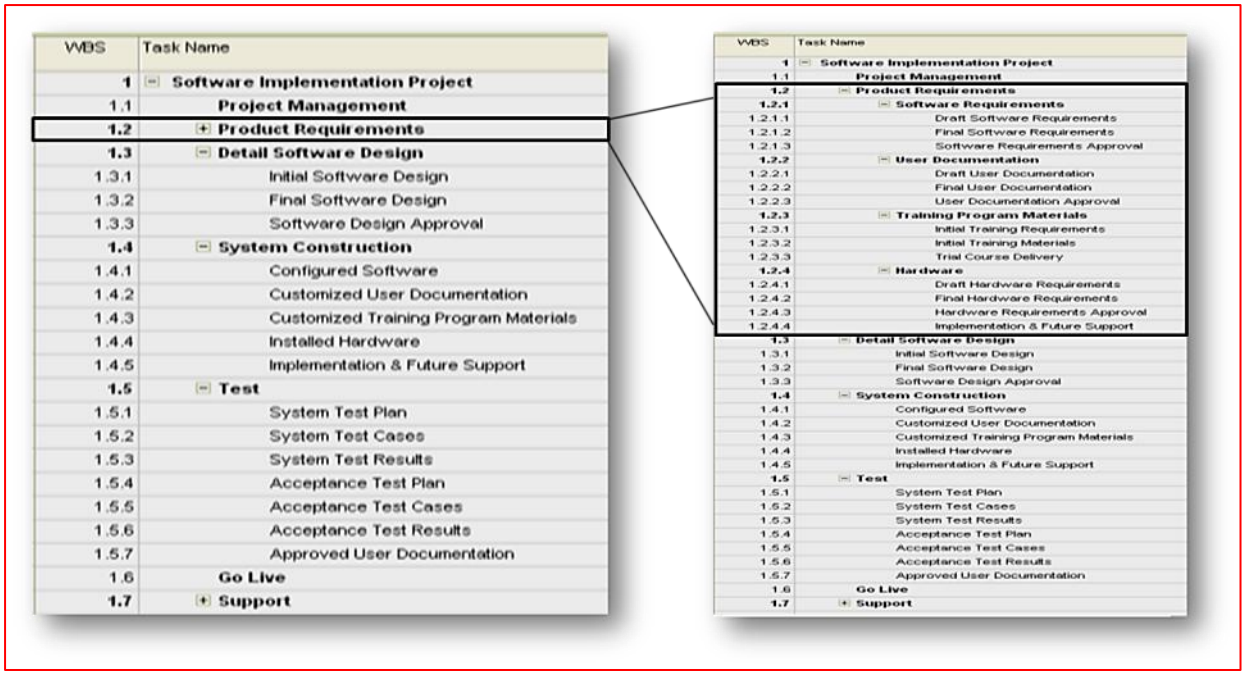
- *Make sure that all deliverables have been considered.*
- *Consider review, testing and training tasks.*
- *Consider transition and operational transfer activities.*
- *Consider business implementation activities.*
- *Also Include important Project Management related activities.>*

Template for Work Breakdown	
1.0	**Project**
1.1	**Deliverable**
1.1.1	Activity
1.1.1.1	Task
1.1.1.2	Task
1.1.2	Activity
1.1.3	Activity
1.2	**Deliverable**
1.2.1	Activity
1.2.2	Activity
1.2.3	Activity
1.2.4	Activity
1.3	**Deliverable**
1.3.1	Activity
1.3.2	Activity
1.3.2.1	Task
1.3.2.2	Task
1.3.3	Activity

<Template for Work Breakdown>

Template for Work Breakdown Component Description
1.1 Deliverable
< Provide a description of this Deliverable. The level of detail provided here should accommodate the purpose of this document , which is to document planning, and facilitate execution and controlling of the project>.
1.1.1 Activity
< Provide a description of this Activity. The level of detail provided here should accommodate the purpose of this document , which is to document planning, and facilitate execution and controlling of the project>.
1.1.1.1 Task
< Provide a description of this Task. The level of detail provided here should accommodate the purpose of this document , which is to document planning, and facilitate execution and controlling of the project>.
1.1.1.2 Task
….

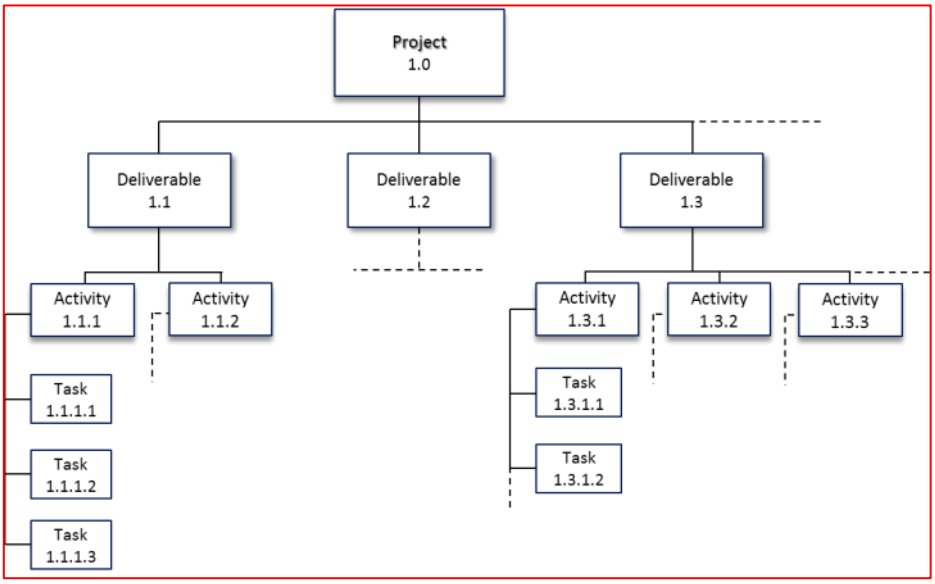
<Template for Work Breakdown Component Description>



WBS	Task Name
1	**Software Implementation Project**
1.1	**Project Management**
1.2	**Product Requirements**
1.3	**Detail Software Design**
1.3.1	Initial Software Design
1.3.2	Final Software Design
1.3.3	Software Design Approval
1.4	**System Construction**
1.4.1	Configured Software
1.4.2	Customized User Documentation
1.4.3	Customized Training Program Materials
1.4.4	Installed Hardware
1.4.5	Implementation & Future Support
1.5	**Test**
1.5.1	System Test Plan
1.5.2	System Test Cases
1.5.3	System Test Results
1.5.4	Acceptance Test Plan
1.5.5	Acceptance Test Cases
1.5.6	Acceptance Test Results
1.5.7	Approved User Documentation
1.6	**Go Live**
1.7	**Support**

WBS	Task Name
1	**Software Implementation Project**
1.1	**Project Management**
1.2	**Product Requirements**
1.2.1	**Software Requirements**
1.2.1.1	Draft Software Requirements
1.2.1.2	Final Software Requirements
1.2.1.3	Software Requirements Approval
1.2.2	**User Documentation**
1.2.2.1	Draft User Documentation
1.2.2.2	Final User Documentation
1.2.2.3	User Documentation Approval
1.2.3	**Training Program Materials**
1.2.3.1	Initial Training Requirements
1.2.3.2	Initial Training Materials
1.2.3.3	Trial Course Delivery
1.2.4	**Hardware**
1.2.4.1	Draft Hardware Requirements
1.2.4.2	Final Hardware Requirements
1.2.4.3	Hardware Requirements Approval
1.2.4.4	Implementation & Future Support
1.3	**Detail Software Design**
1.3.1	Initial Software Design
1.3.2	Final Software Design
1.3.3	Software Design Approval
1.4	**System Construction**
1.4.1	Configured Software
1.4.2	Customized User Documentation
1.4.3	Customized Training Program Materials
1.4.4	Installed Hardware
1.4.5	Implementation & Future Support
1.5	**Test**
1.5.1	System Test Plan
1.5.2	System Test Cases
1.5.3	System Test Results
1.5.4	Acceptance Test Plan
1.5.5	Acceptance Test Cases
1.5.6	Acceptance Test Results
1.5.7	Approved User Documentation
1.6	**Go Live**
1.7	**Support**

*<**Example:** Work Breakdown (list format).>*
<Don't forget to delete this example from your final Work Plan>



*<**Example:** Work Breakdown (tree format)>*
<Don't forget to delete this example from your final Work Plan>

<For your work breakdown, you can use any representation that accommodates your project's needs. You can also provide the work breakdown in either a list format or in tree format (or in both).>

<We remind you that you are not obliged to use the templates provided here as examples. You can use your own templates, or software application (e.g. MS Project) to create and document your work breakdown. Then you can copy&paste the baseline plan into this document, or simply reference the relevant file (offer a link or a folder/file location).>

3. Effort & Cost Estimates

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

< Choose one or more of the different approaches to estimating: expert advice, historical information, similarity to other tasks, etc.

For more accurate estimates, make sure you involve task owners or other experts for each impact area (usually members of the Project Core Team (PCT)). Include some contingencies based on the involved uncertainties or risks.

Resources of different types can be necessary to accomplish certain tasks or deliverables: people, software, hardware, equipment, buildings & facilities, supplies, materials, etc.

In order to calculate the Total Cost, you'll need to know the cost per unit for each resource.>

3.1. Estimates

Work Breakdown		Predecessors / Dependencies	Resource	Quantity (e.g. Workdays)	Total Cost (e.g. Euros)
1.0	**Project**	-			
1.1	**Deliverable**				
1.1.1	Activity				
1.1.1.1	Task				
1.1.1.2	Task				
1.1.2	Activity				
1.1.3	Activity				
1.2	**Deliverable**				
1.2.1	Activity				
1.2.2	Activity				
1.2.3	Activity				
1.3	**Deliverable**				
1.3.1	Activity				
1.3.2	Activity				
1.3.2.1	Task				
1.3.2.2	Task				
1.3.3	Activity				

<Template for documenting of cost/effort breakdown>

Project Number: ***17*** **Project Manager:** ***Kathleen Walling***

Project Description: ***Road Diversion Project*** **Date:** **5 - 07**

WBS ID	Description	Estimator 1 Low Est. Days	Estimator 1 Aver. Est. Days	Estimator 1 High Est. Days	Estimator 2 Low Est. Days	Estimator 2 Aver. Est. Days	Estimator 2 High Est. Days	Estimator 3 Low Est. Days	Estimator 3 Aver. Est. Days	Estimator 3 High Est. Days	Estimator Averages Aver. Low Days	Estimator Averages Aver. Days	Estimator Averages Aver. High Days	Ratio* Range/ Aver.
102	Engineering	95	100	105	97	100	103	93	96	100	95.0	98.7	102.7	0.08
103	Project Management	14	15	17	14	16	18	13	14	15	13.7	15.0	16.7	0.20
104	R/W Property Acceptances	44	48	52	45	50	52	43	46	49	44.0	48.0	51.0	0.15
105	Base Maps	36	38	40	36	37	39	35	36	37	35.7	37.0	38.7	0.08
106	Coordinate Utilities	7	8	9	7	8	9	8	9	10	7.3	8.3	9.3	0.24
107	EPA Acceptance	13	14	15	14	15	16	13	15	17	13.3	14.7	16.0	0.18
108	Alignment Surveys	32	35	38	32	35	37	32	34	35	32.0	34.7	36.7	0.13

* Note: = ABS (Average Low - Average High)/Average

This ratio indicates the degree of variability in the estimates

<Example *(advanced): effort/cost Estimation sheet and analysis with multiple estimators>*
<Don't forget to delete this example from your final Work Plan>

<For the documentation of your effort/cost estimation, you can use any template or representation that accommodates your project's needs and project/organisational requirements. >

<We remind you that you are not obliged to use the templates provided here as examples. You can use your own template or software application (e.g. MS Project) and then simply copy&paste it into this document, or simply reference the relevant file (offer a link or a folder/file location).>

3.2. Resource needs

<In this section a list of the necessary project resources can be added. In particular, a distinction shall be made between human and non-human resources. This was previously in the Resource Plan.>

< As an example, a project may need the following type of resources:

- *People*
- *Software*
- *Hardware*
- *Equipment*
- *Buildings & Facilities*
- *Supplies*
- *Materials*
- *Other…>*

Resource Plan

<Include both human and non-human resources>

<Identify resources with specific expertise in data protection, IT security, or sustainability if needed for project execution or compliance.>

Human Resources						
Resource ID	**From Date**	**To Date**	**Resource**	**Skill**	**Skill Level**	**Quantity**
H.1	*10/01/13*	*20/08/13*	*Consultant*	*Security*	*Advanced*	*2*
H.2	*10/05/13*	*20/09/13*	*Legal Advisor*	*Policy*	*Intermediate*	*1*
H.3	*10/05/13*	*20/06/13*	*Trainer*	*PM²*	*Experienced*	*2*

Other Resources					
Resource ID	**From Date**	**To Date**	**Resource**	**Characteristics**	**Quantity**
M.1	*10/01/13*	*20/08/13*	*Licenses*	*Dedicated*	*100*
M.2	*02/05/13*	*22/09/13*	*Laptop*	*Office 2010*	*3*
M.3	*02/05/13*	*22/09/13*	*Training Room*	*30 seats*	*1*

***<Resource ID** – unique resource ID to identify the resource (people or other)*
***Date (from/to)** – identifies the dates that the resource (people or other) are needed for the project*
***Resource** – identifies the resource roles (people or material) that is concerned*
***Skill** – identifies the skills that this resource must have*
***Skill level** – identifies the required skill level in order to guarantee the quality of the project deliverables*
***Characteristics** – any characteristics that this resource must have*
***Quantity** – identifies the quantity of the resources needed (e.g. number of resources).>*

Cost of Resources <Note that this is only another view of costs defined in section 3.1>

All Resources				
Resource ID	**Resource**	**Cost per unit**	**No. of units**	**Total cost**
H.1	*Consultant*	*500€ per md*	*40 md*	*€ 20.000*
H.2	*Legal Advisor*	*400€ per md*	*20 md*	*€ 8.000*
M.1	*Licenses*	*800€ per connection*	*100 connections*	*€ 80.000*
H.3	*Trainer*	*500€ per md*	*10 md*	*€ 5.000*

*<**Cost per unit –** identifies the cost per resource unit for the specific resource*
***No. of units –** identifies the number of units needed for the specific resource (man-days, connections)*
***Total cost –** identifies the cost for the specific resource.>*

Resource Availability

<Document any known availability constraints of critical resources.>

Resource ID	Resource	Unavailable from	Unavailable To	Reason
H.1	*Consultant*	*01/07/13*	*01/08/2013*	*vacation*
H.2	*Legal Advisor*	*15/07/13*	*25/07/2013*	*training*
M.3	*Training Room*	*1/07/13*	*15/07/13*	*renovations*

*<**Unavailable (from/to)** – identifies the dates that the staff is unavailable for the project*
***Reason** – identifies the reason of unavailability.>*
<Document any known capacity constraints of critical resources.>

Resource ID	Resource	Availability	Comments
H.1	*Consultant*	*100%*	*Full time external intramuros*
H.2	*Legal Advisor*	*50%*	*Work on Project xyz*

*<**Availability** – identifies the status of the resources (if they are fully assigned in the project or shared).*

Contingencies

Resource ID	Resource	Contingency	Comments
H.1	*Consultant*	*5 md*	*To account for implementation risks.*
H.2	*Legal Advisor*	*5 md*	*In case there are delays in receiving a response from Agency xyz.*
M.1	*Licence*	*10 units*	*To ensure we never run out of licenses for testing.*

*<**Contingency** – identifies the buffer (time or units) that must be considered>*

4. PROJECT SCHEDULE

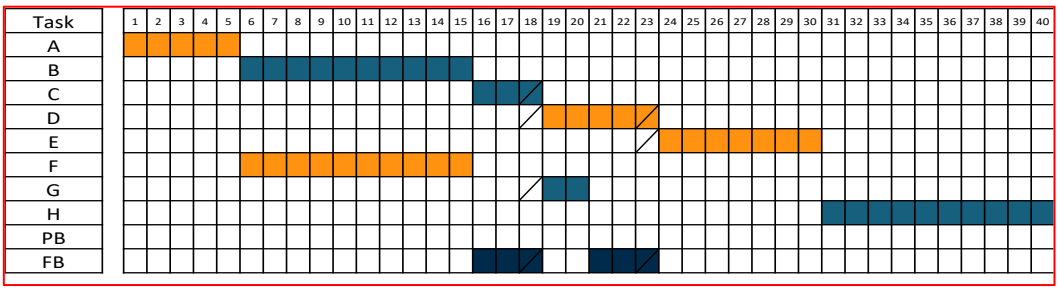
This section documents the dependencies between tasks, resource assignments for each task, task start and end dates and the overall project schedule and duration.

<Different scheduling methods and representations can be used. For instance, a list of dates/deadlines, milestone plans, bar charts, network diagrams and linked bar charts can be used, and very often can be seen as complementary to each other. Note that the effectiveness of each scheduling method (or combination) depends on the type, size, complexity and dynamics, and documentation and control requirements of each project.>

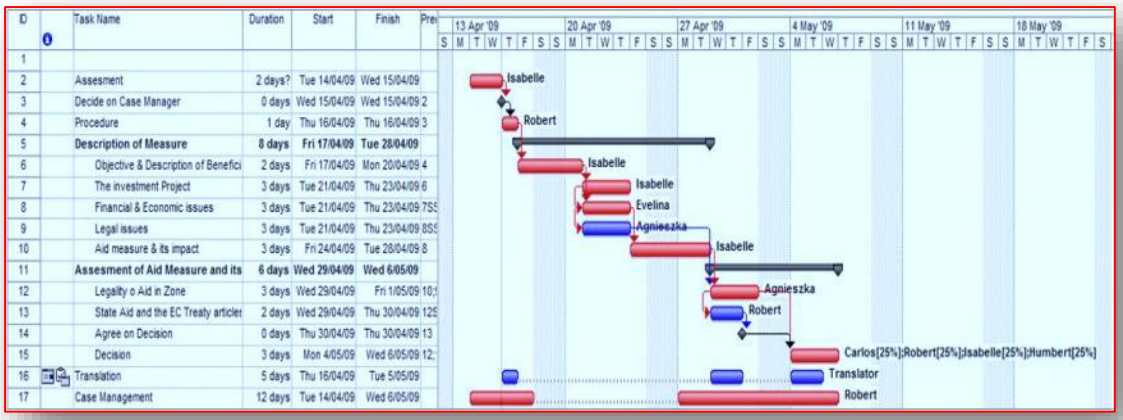
<If security audits, data protection reviews, are required, schedule them explicitly as part of the work plan.>

Work Breakdown		Predecessors / Dependencies	Resource	Quantity	Cost	Start Date	End Date
1.0	**Project**	-					
1.1	**Deliverable**						
1.1.1	Activity						
1.1.1.1	Task						
1.1.1.2	Task						
1.1.2	Activity						
1.1.3	Activity						
1.2	**Deliverable**						
1.2.1	Activity						
1.2.2	Activity						
1.2.3	Activity						
1.3	**Deliverable**						
1.3.1	Activity						
1.3.2	Activity						
1.3.2.1	Task						
1.3.2.2	Task						
1.3.3	Activity						

<Template for documenting project scheduling information>



***<Example:** Bar chart (schedule representation)>*
<Don't forget to delete this example from your final Work Plan>



*<**Example**: Gantt representation of project schedule >*
<Don't forget to delete this example from your final Work Plan>

<For the documentation of your effort/cost estimation, you can use any template or representation that accommodates your project's needs and project/organisational requirements. >

<For smaller projects, a high level description of the project schedule as a milestones plan may be adequate. For other cases, a more complete "Gantt chart" representation of the schedule may be useful.>

<We remind you that you are not obliged to use the templates provided here as examples. You can use your own template or software application (e.g. MS Project) and then simply copy&paste it into this document, or simply reference the relevant file (offer a link or a folder/file location).>

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.

Other Related Plans

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

<Complete the above list as required.>

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* 04.Project_Handbook.XYZ.11-11-2013.V.1.0.docx	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	08.Quality_Management_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
3	09.Communications_Management_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
4	10.Deliverables_Acceptance_Management_Plan.V.1.0.docx	*<Insert project artefact location.>*
5	XX.Deliverables_Acceptance_Note.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
6	Project folder	*<Insert project folder location.>*
7	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

DG [Name]
Unit [Name]

Outsourcing Plan

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Ousourcing Plan
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Basic, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recolored to black in the final version.

TABLE OF CONTENTS

1. INTRODUCTION

The objective of the outsourcing plan is to describe what products and/or services need to be outsourced outside the organization. This document identifies the procurement/contracting strategies that will be used, outlines the scope of products and/or services to be contracted, and identifies responsibilities for the full contract lifecycle.

2. PROCUREMENT DESCRIPTION

2.1. Procured Items

<Identify the items that will be contracted and under what conditions.>

2.2. Training Requirements and Manuals

<Identify the needs for certain manuals or/and trainings.>

2.3. Ownership Rights

<Determine who retains the intellectual property rights or ownership of the final or interim deliverables after the completion of the contract.>

2.4. Compatibility Requirements

<Identify any compatibility issues that may have an impact (e.g. hardware, software, quality or other). It is necessary to ensure that the deliverables of the contractor are compatible with what is being used for the rest of the project.>

2.5. Other Requirements

<Identify any other requirements.>

<e.g. Access to Backup Copies - Possible updates to the software, and access to any application or data backup copies, should be considered. These points should be considered when signing the contract and should be included in the contract if possible.>

3. PROCUREMENT METHOD

3.1. Method

<Identify any constraints that may affect the contracting process (i.e. it might be an organizational policy to work with certain contractors which already have a framework agreement.)>

<Determine the method(s) by which new products may be obtained (i.e. lease/purchase, bid process). Other factors like availability time might be important in determining the method to be used.>

3.2. Schedule of Delivery

<Provide schedule information for all the relevant contracting activities. This will ensure that the contractor(s) have resources available in order to meet the prepared timeline.>

3.3. Quality Management and Post Delivery Support

Describe the potential contractors' method (support) of handling quality issues, as well as the unit's method. If a quality issues is reported after the deliverables are in operation, describe how the contractor will handle the problem.

4. EVALUATION CRITERIA

4.1. Criteria

<List the evaluation criteria for contractors. This ensures that the contractor is selected on the basis of pre-set criteria and that a single person or group does not influence the decision. The criteria could include the following:

- *Technical capability*
- *Quality of work*
- *Previous experience in similar projects*
- *Etc.>.*

4.2. Technical Capabilities

<If important, list any required technical capabilities separately in this section. The capabilities should be determined before evaluating the contractors. A detailed statement of requirements should be part of the contract (i.e. the website must be able to handle 1000 concurrent visitors).

For IT projects, list any scalability needs for the system (in terms of users and data to handle). *Estimate data volumes to be handled after the system is running for several years. (I.e. after 3 years the system should support 4 million records).>*

5. GOVERNANCE

5.1. Contractor Interface

<Define who from the project team and organization unit can interface with the contractor(s).> <Define the organisation and the project governance.>

5.2. Responsibility for Signing

<Outline the responsibility of who can sign the contract. Furthermore, note that there might be organization-level rules regarding contracting that might need to be adhered to. In contracts over a certain value, the involvement of legal and purchasing units might be necessary.>

<You can present this information in a RAM (RASCI) table.>

5.3. Responsibility for Approval

<Define who (official) will be approving the deliverables of the projects, timesheets, purchase orders etc.>

<You can present this information in a RAM (RASCI) table.>

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* *<04.Project_Handbook.XYZ.11-11-2013.V.1.0.docx>*	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	Project folder	*<Insert project folder location.>*
3	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

DG [Name]
Unit [Name]

Deliverables Acceptance Plan

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Deliverables Acceptance Management Plan
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Limited, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recoloured to black in the final version.

TABLE OF CONTENTS

1. INTRODUCTION

The version 2.5 of PM² guide has introduced a light Deliverable Acceptance Management section in the Project Handbook. However, the usage of this template is advised in case of complex or risky projects where deliverable acceptance activities are of special importance for the project.
The objectives of this document are:

- To identify the approach and roles and responsibilities related to deliverables acceptance;
- To specify the tools and techniques used to support deliverables acceptance management;
- To define and agree on the criteria by which all project deliverables can be accepted;
- To define the activities related to deliverables acceptance and to plan them throughout the project;
- To support the provisional and final deliverables acceptance.

<In case of projects with an IT component, the IT acceptance planning may follow the RUP@EC methodology and, in this case, acceptance planning related to IT deliverables is documented in the RUP@EC Product Acceptance Plan. Additionally, IT resources related to acceptance activities are documented in the RUP@EC Test Plan.>

2. DELIVERABLES ACCEPTANCE MANAGEMENT OBJECTIVES

Deliverables acceptance aims to ensure that deliverables will be accepted by the requestor side within an agreed timeframe and resources will be used in the most efficient way.

The main deliverables acceptance objectives are:

- The deliverables acceptance criteria are defined, agreed and achieved throughout the project;
- Deliverables acceptance related activities are performed as planned;
- Any non-conformity (or opportunity for quality improvements) is identified and implemented;
- Deliverables are accepted by the relevant stakeholders based on the defined acceptance criteria.

<Customise the above deliverables acceptance objectives as per your project's or/and organization's needs.>

3. DELIVERABLES ACCEPTANCE APPROACH

<Tailor the deliverables acceptance activities if necessary (complete description or delete activities that are not applicable to the project.>

<If deliverables involve personal data or critical systems, ensure acceptance steps validate compliance with security and data protection requirements.>

This project will follow the PM² quality management process as defined in the *Quality Management Plan* to increase the changes that the project deliverables will meet the acceptance criteria as defined in this plan.

Deliverables acceptance (in the PM² context) is comprised of the following steps:

- Define Acceptance Criteria;
- Perform Acceptance Activities;
- Perform Deliverables Acceptance (provisional/final).

Step 1: Define Acceptance Criteria

The purpose of this step is to define the acceptance criteria for each of the project deliverables (i.e. the requirements that need to be met before deliverables can be accepted by the Client side).

This includes defining the specific metrics (and tolerances) to be evaluated, the acceptance activities to be performed and the processes, tools and techniques on how to implement the acceptance procedure.

The Acceptance Criteria are derived from project objectives, approach, requestor needs, deliverables, quality requirements and expectations as well as available resources (as defined in the *Business Case*, *Project Charter*, *Project Handbook*, *Project Work Plan*, *Requirements Documents* and other relevant artefacts).

Step 2: Perform Acceptance Activities

The purpose of this step is to support the verification of deliverables compliance with the acceptance criteria. The deliverables acceptance activities are defined based on the *Project Handbook* and on the *Quality Management Plan*. These activities are then detailed and scheduled in the *Project Work Plan*.

The results of the deliverables acceptance activities will be documented in the relevant reports and logs. *<Mention the artefacts where the deliverables acceptance testing/review results will be documented as per your project's or/and organization's needs.>*

Step 3: Accept or Reject Deliverables (provisional/final)

The purpose of this step is to obtain formal approval from the Project Owner (PO) for each project deliverable. It comprises the verification if deliverables meet the predefined objectives and set of criteria defined in the *Deliverables Acceptance Management Plan*, so that the Project Owner (PO) can formally accept them.

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 his/her formal acceptance. The provisional / final acceptance should be documented in the Deliverables Acceptance Note, defined in this plan. Project deliverables are accepted if the acceptance activities (as described in this plan) are successfully performed and within the pre-specified metrics, tolerances and timeframe.

Project deliverables may be provisionally accepted by an expert/user in the concerned acceptance domain and even with a limited set of non-critical issues, provided that these are documented, agreed by the relevant stakeholders, and that there is a plan for addressing them (in this case deliverables are provisionally accepted with the condition that the identified issues will be resolved before the beginning of the closing phase). The rejection of deliverables (based on the acceptance metrics and tolerances) will follow the project issue management process. After the resolution of the issues, deliverables are re-tested and submitted again for approval.

Deliverables Acceptance Roles and Responsibilities

The following RASCI table defines the responsibilities of those involved in deliverables acceptance:

RAM (RASCI)	**AGB***	**PSC**	**PO**	**BM**	**UR**	**SP**	**PM**	**PCT**
Define Acceptance Criteria	I	**A**	C	**S**	S	C	**R**	C

Perform Acceptance Activities	I	I	S	**S**	**R**	I	**A**	S
Accept/Reject Deliverables	I	I	A	**S**	C	I	**R**	C

**AGB*: Appropriate Governance Body. (e.g. for IT projects, this is the IT Steering Committee).*

The contact details of each of the above stakeholders are documented in the *Project's Stakeholder Matrix*.

Project acceptance approach and criteria are approved by the Project Steering Committee (PSC). The Project Owner (PO) is accountable for deliverables acceptance and for ensuring the availability of resources (including people) and guidelines for acceptance testing.

Nevertheless, the Project Manager (PM) is ultimately answerable for the correct and full completion of the deliverables acceptance activities. Moreover, the Project Manager (PM), supported by the Business Manager (BM), is accountable for scheduling the acceptance activities and ensuring that they are performed according to the *Project Work Plan.*.

4. Define Acceptance Criteria & Activities

4.1. Acceptance Criteria

<The Project Manager (PM) and the Business Manager (BM) must work together to identify the deliverables to be accepted and agree on the corresponding evaluation criteria. Use the table below to describe all the deliverables that will be subject to acceptance.>

<Include acceptance criteria covering privacy safeguards, system security standards, and user experience quality where relevant.>

The purpose of this section is to define the criteria and timeframe for accepting project deliverables.

The acceptance criteria for deliverables are as following:

#	Deliverable Name	Criterion Category*	Criterion	Metric and Tolerances	Accepted by
	<Identify the specific deliverable.>	*<Identify the criterion type/category.>*	*<Describe the criterion that will be used to evaluate compliance against the expected outputs.>*	*<Identify the method/formula to evaluate if the criterion was achieved. An interval/tolerance can be set to determine in which conditions the deliverable will be still acceptable. >*	*<Name or role of the person/group responsible for the final acceptance of the deliverable. Define the agreed date for sign-off.>*

*e.g. Business, IT, Legal, People & Organisation…

4.2. Acceptance Activities

<It's the Project Manager's (PM) responsibility to identify and propose the acceptance activities that need to be performed. Use the table below to describe the planned activities for assessing compliance of each deliverable.>

The purpose of this section is to describe the activities related to deliverables acceptance considering project objectives and approach.

The acceptance activities will be performed by:

<Identify roles, people and organizations involved>.

- The Business Manager (BM),
- User Representatives (UR),
- Project Quality Assurance (PQA) team

The deliverables acceptance activities are described here and added to the WBS, and then they are estimated, scheduled and assigned in the *Project Work Plan* along with all project activities. Resources needed, including contributions by the User Representatives (URs), should be estimated and listed here.

The acceptance activities will include the following types of activities:

<Customise the acceptance activities if necessary (add new or delete existing activities that are not applicable to the project.>

#	Deliverable Name	Activity name	Activity description	Resources	Effort
<ID>	*<Identify the specific deliverable.>*	*<Identify the activity.>*	*<Describe the activity.>*	*<Indicate the resources foreseen to execute/support the activity>*	*<Indicate the estimated effort to complete the activity>*
<1>	*<Special Case: User Story>*	*<User story validation during Review meeting>*	*<During this meeting, the team will present the Product Owner and other stakeholders each user story as a piece of software. They will test it to ensure it complies with the specific acceptance criteria defined.*		

4.3. Processes, Tools and Techniques

<Tools and Techniques can apply to the acceptance of one or more deliverables. If the tools and techniques differ based on the deliverable, then a table like the one provided below is the best way to describe the tools and techniques the Team is planning to use. Some guidelines to be included here…>

The following techniques will be used for deliverables acceptance

- Benchmarking;
- Statistical sampling;
- Quality Requirements Prioritisation (MoSCoW – Must have, Should have, Could have, or Won't have);
- Audits;
- Walkthroughs;
- Acceptance testing;
- Usability testing;
- …

<Customise the above list as per your project's or/and organization's needs.>

The following tools will be used for deliverables acceptance:

- PM² Deliverables Acceptance Plan;
- PM² Deliverables Acceptance Checklist;
- PM² Deliverables Acceptance Note;
- PM² Issue Log;
- PM² Change Log;
- PM² Decision Log;
- Test Plan;
- Test Cases;
- Test Findings;
- Test Evaluation Summary Report;
- Test Log;
- Configuration registry;
- …

<Customise the above list as per your project's or/and organization's needs.>

#	Deliverable Name	Process, tool or Technique	Description
	<Identify the specific deliverable.>	*<Identify the Process, tool and/or Technique.>*	*<Describe the process to be used and/or the tools and techniques involved.*
<1>	*<Special case: User Story>*	*<Iteration Planning and Iteration Review meetings >*	*<For each user story, the acceptance criteria is defined with the Product Owner during the Planning meeting and agreed with the team. Then, during the Iteration Review meeting, the Product Owner and the remaining stakeholders will validate the implemented user story against the defined acceptance criteria.>*

4.4. Resources and Expertise

This section captures the types of resources/profiles and their required expertise to perform effectively deliverables acceptance activities.

These can be linked to the entries in the tables *<use the IDs>* of sections **Error! Reference source not found.**, 4.2 and **Error! Reference source not found.**.

The detailed resource requirements will be captured in the *Project Work Plan*, and any training needs in the *Project Handbook*.

<Identify experts for security testing, data protection compliance checks, or user experience reviews if required for deliverable acceptance.>

5. Perform Acceptance Activities

Considering the acceptance criteria defined for your deliverables and applying the specific processes, tools and techniques, you will perform the acceptance activities defined in this plan.

The main goal of this step is to support the verification of deliverables compliance with the acceptance criteria defined. The deliverables acceptance activities should be listed in this plan and should be defined based on the *Project Handbook* and on the *Quality Management Plan*. These activities are then detailed, assigned and scheduled in the *Project Work Plan*. These activities may be assigned to a member of the Project Core Team (PCT), as also to any other relevant stakeholders.

The results of the deliverables acceptance activities will be documented in the relevant reports and logs.

6. Accept/Reject Deliverables

The purpose of this step is to obtain formal approval for each project deliverable defined in this Plan. It comprises the verification of deliverables to ensure they meet the predefined objectives and set of criteria defined in this *document*. After executing the acceptance activities and based on the results achieved, the Project Owner (PO) can formally accept, reject or provisionally accept them.

The *Deliverables Acceptance Checklist* supports the monitoring of the status of all activities that are pre-conditions to the delivery of project outputs to the Project Owner (PO) and his/her formal acceptance. The provisional/final acceptance should be documented in the Deliverables Acceptance Note, defined in this plan.

Project deliverables are accepted if the acceptance activities (as described in this plan) are successfully performed and that acceptance results fall within the pre-specified metrics, tolerances and timeframe.

If the acceptance metrics and tolerances are not met, the deliverable is rejected. The rejection of deliverables is considered an issue, and will follow the project issue management process. After the resolution of the issue(s), deliverables are re-tested and submitted again for approval.

6.1. Provisional Acceptance

Deliverables acceptance is a specific procedure that involves the formal acceptance by the client of a set of deliverables, previously agreed. Each deliverable has its own criteria defined and the specific activity to be executed in order to be accepted, supported by a specific process and/or tools and techniques.

Project deliverables may be provisionally accepted by an expert or designated user representative, potentially with a limited set of non-critical issues, provided that these are documented, agreed by the relevant stakeholders, and that there is a plan for addressing them (in this case, deliverables are provisionally accepted with the condition that the identified issues will be resolved before the beginning of the closing phase).

6.2. Deliverables Acceptance Note

<Define the structure and fields that will be used for documenting the provisional and final deliverables acceptance. Note that PM² doesn't provide a template for this purpose; nevertheless, this section defines a possible Deliverables Acceptance Note structure and fields as an example.>

The purpose of the Deliverables Acceptance Note is to formalise the acceptance of project deliverables by the Project Owner (PO) and/or other relevant stakeholders, within the agreed criteria and timeframe.

The Deliverables Acceptance Note will be structured as following:

The following deliverables were verified and accepted by:

#	Deliverable	Criterion	Result	Verified by	Accepted by
	<Identify the deliverable that is being evaluated>	*<Describe the criterion that was used to evaluate compliance against the expected outputs.>*	*<Identify the result considering the metric. State if the result is "Okay" or "Not okay" and if it is provisional or final acceptance.>*	*<Name or role of the person/group responsible for the validation/provisional acceptance of the deliverable. Refer the date of sign-off.>*	*<Name or role of the person/group responsible for the final acceptance of the deliverable. Refer the date of sign-off.>*

<The above table can be used as a basis for the Deliverables Acceptance Note (if required).>
The location of this artefact is referred in the Appendix 1.

7. Final Project Acceptance

Apart from the acceptance of the specific project deliverables, additional acceptance activities are required to formally accept the project.

<Use the tables available in section 4.1. up to section 4.3 to describe the specific acceptance criteria, activities and processes, tools and techniques involved in the acceptance of the project >.

<Confirm final acceptance includes verification of sustainability objectives or user experience quality if part of project goals.>

If the project successfully passes all acceptance tests, then the Project Owner (PO) is expected to sign the Final Project Acceptance Note. This happens during the closing phase of the project.

8. 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.

Communications Management Plan

The *Communications Management Plan* helps to ensure that all project stakeholders have the information they need to perform their roles throughout the project. It defines and documents the communication items content, format, frequency, the audience and expected results. The location of this artefact is found in the Appendix 1.

Quality Management Plan

The quality management (quality requirements, approach, process and responsibilities, and quality assurance and control activities) is described in the *Quality Management Plan*, as well as the **project configuration procedure for deliverables and artefacts**. The location of this artefact is found in Appendix 1.

Project Work Plan

The *Project Work Plan* captures all types of resources requirements, schedule and effort/costs foreseen for the deliverables acceptance activities. The location of this artefact is found in Appendix 1..

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* 04.Project_Handbook.XYZ.11-11-2013.V.1.0.docx	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	08.Quality_Management_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
3	09.Communications_Management_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
4	13.Resource_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
5	29.Deliverables_Acceptance_Checklist.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
6	XX.Deliverables_Acceptance_Note.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
7	Project folder	*<Insert project folder location.>*
8	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

DG [Name]
Unit [Name]

Transition Plan

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Transition Plan
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Limited, High>
Date:	<Date>

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. The Project Manager (PM) is held responsible for the content of this document unless mentioned otherwise.

Name	Role	Action	Date
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recolored to black in the final version.

TABLE OF CONTENTS

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

2.1. Goals

<Identify the specific transition goals.>

2.2. Prerequisites

<Document the prerequisites of what must be completed before the transition can start.>

<Define what must be achieved to consider the transition successfully completed.>

<List any prerequisites linked to data protection compliance or security measures (e.g., security clearance, privacy impact assessment) before transition starts.>

2.3. Timing and Milestones

<Determine transition timeline and transition milestones. Estimate the length of the transition period, and the extent of overlap with other project development activities.>

<Develop a high level schedule for all transition activities.>

2.4. Activities

<Identify all transition activities that must be accomplished during the transition process.>

<Note that some tasks may be repeated for each deliverable (or for each release). Make sure to include each task for each deliverable (or release).>

<You can use the table below to document the main transition activities.>

Activities Description	Estimated Effort	Start-End Dates	Resource	Other Comments

<Don't forget that the activities described in this section can be further broken down, detailed and scheduled in the overall project Work Plan. They should then be controlled and managed as part of the project activities.>

2.5. Responsibilities

<Identify the roles and responsibilities of all aspects of the transition process.>

<Assign clear responsibility for data protection compliance and information security during the transition phase. Same for sustainability considerations.>

2.6. Coordination Aspects

<Determine any coordination needs between teams or projects.>

3. COMMUNICATION

<Ensure that a formal announcement of the transition to production is taken place>.

<Identify the communication goals of the transition process. Make sure that you coordinate these goals with any communication goals described in the Business Implementation Plan.>

<Note that all project communication activities should be consolidated and documented in the overall Communications Management plans>

4. Specific Transition Activities

<Describe and plan any project specific transition activities. You can use the sections below (if applicable to your project, delete, merge or add relevant sections.>

4.1. Required Backups

<Determine any data backups needed prior to starting/competing the transition.>

<Plan backups considering security requirements and data protection rules for sensitive and personal data.>

4.2. Management of the Environment

<Availability, access rights.>

4.3. Acceptance Clearance

<Refer to the Deliverables Acceptance Management Plan.>

4.4. Testing

<Define what needs to be prepared in the environment (necessary testing etc.).>

4.5. System and Data Conversion

<Analyse any system and data conversion impact.>

4.6. Training

<Determine any training to be performed.>

<Provide training on security protocols, privacy obligations, or user experience improvements if relevant for post-transition operations.>

4.7. Maintenance and Support

<Ensure that maintenance support is foreseen.>

5. Transfer of Responsibility

<Define any transfer of responsibility for the project deliverables from the Project Core Team (PCT) to the Project Owner (PO) and support staff.>

<Document how security ownership and data protection responsibilities transfer to operations teams after go-live.>

6. Rollback Scenario & Plan

<Ensure that in case the transition fails for any reason a rollback scenario is available so that business continuity can be guaranteed (when needed).>

<Ensure rollback scenarios preserve security controls and protect sensitive data in case of failure.>

7. Transition Checklist

<In this section you can define a transition checklist for your project. The transition checklist can be a very useful tool to help you control the transition.>

<The transition checklist should be based on the information presented in this plan, i.e. the transition goals, prerequisites, and the deliverables of all transition activities.>

<Add checklist items for security validation, GDPR compliance, and user readiness verification before final handover.>

<You can use the checklist template provided by PM², customise it to your needs or create your own check list.>

The Transition checklist can be found here *<Provide a link to the project folder/checklist.>.*

8. APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* *<04.Project_Handbook.XYZ.11-11-2013.V.1.0.docx>*	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	Project folder	*<Insert project folder location.>*
3	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

DG [Name]
Unit [Name]

Business Implementation Plan

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Business Implementation Plan
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Business Manager:	<Business Manager (BM)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Limited, High>
Date:	<Date>

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. Note that the Business Manager is held responsible for this document unless mentioned otherwise.

Name	Role	Action	Date
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recoloured to black in the final version.

TABLE OF CONTENTS

1. Introduction

<Define the objectives of the business implementation plan:

- *To consider the impact of the resulting product on the performing organisation*
- *To prepare the performing organisation to accept and use the outputs once they are delivered*
- *To manage the changes to the organisation that could occur as a result of implementing the product>*

2. Impact On Processes

<How the product of the project will affect already existing business processes in the performing organisation.

Define the new business processes in the performing organisation.>

<If the solution changes business processes in ways that affect environmental objectives, personal data handling, or security controls, describe this impact here.>

3. Impact On People

<Define the impact of the project implementation to the people using the product.>

<If implementation affects user experience, privacy obligations, or staff digital practices, include a description of the anticipated impacts here.>

4. Impact On the Organisational Culture

<Is there any impact in the "culture aspects" from this project?

Analyse and evaluate the impact to the culture of the organisation.

Generally, organizational culture cannot be described directly but can be observed in the capabilities and behaviour of the organisation's members, the controlling methods, the forms of communication, and so on. Consciously and subconsciously, they determine the behaviour of the project team members and give them orientation, and defines what is regarded as good, valuable and desirable.

Look for a mission statement (old and/or new), the organisation of specific "social" events, etc. >

<Where relevant, note cultural or behavioural changes linked to sustainability awareness, security measures >.

5. Business Implementation Strategies and Activities

<Note that any project activates identified and described in this section should be planned and controlled as part of the overall project plan – they should appear in the Project Work Plan.>

5.1 Communications Strategy

<Describe a communications strategy that will facilitate the effective implementation of the Business Implementation Plan. Any regular communication activities should be included in the project's Communications Management Plan.>

5.2 Timing and Milestones

<Determine the business implementation timeline and milestones. Estimate the length of the Business Implementation period, and the extent of overlap with other project activities.>

<Develop a high level schedule for key business implementation activities.>

5.3 Project Promotion Activities

<Projects gain the support of both the internal and external project stakeholders through the use of suitable communication-related methods and instruments throughout the entire duration of the project. Project promotion increases management attention and facilitates the effective stakeholder acceptance of project outputs and outcomes

Project promotion is essentially an integral business implementation task that must be fulfilled by all project roles. Project promotion activities can be divided into project management and project output related activities. The larger the number of project promotion tasks that are important to the project's success, then these can be conducted as a separate sub-project.>

<If the project delivers sustainability benefits or user-facing improvements, plan promotion activities highlighting these aspects.>

5.4 Change Activities

5.4.1 Project Activities

<Describe the activities that will fall within the projects direct responsibilities and can be fully completed within the mandate of the project and by its end. >

5.4.2 Change Activities for the Permanent Organization

<Describe those change activities (and their goals) which are necessary but cannot be executed within the mandate, budget and deadline of the project. In this case, activities should be identified, described and "passed on" to the permanent organisation to carry out. >

5.4.3 Post-Project Activities

<Identify, describe and suggest any change (or change management) activities that need to take place after the project has finished. These could be activities that will be carried out by the permanent organization, or by other related projects. You can even go as far as recommending follow up projects that make the business implementation aspect of the project more successful.

Note that the expectations regarding any post-project work also influence both the scope of work to be carried out and the strategies for designing the project relationships with other work (other projects or operational work which happen in parallel or in the future).>

5.5 Benefits Tracking

<Identify, describe and recommend activities and metrics for measuring the benefits realisation of the project in the future. These activities can be implemented by the permanent organisation, or as part of a future project.>

<Track benefits related to sustainability goals, improved user experience, or compliance with data protection obligations where applicable.>

6. Training Needs and Activities

<Define the training needs of the people in the performing organisation due to the implementation.>

<Include training on privacy obligations, security practices, or user-centred approaches if the project introduces changes in these areas.>

7. APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* *<04.Project_Handbook.XYZ.11-11-2013.V.1.0.docx>*	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	Project folder	*<Insert project folder location.>*
3	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

DG [Name]
Unit [Name]

Requirements Management Plan

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Requirements Management Plan
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Basic, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recoloured to black in the final version.

TABLE OF CONTENTS

1. INTRODUCTION

The purpose of this document is to define the *Requirement Management* process for this project. More specifically, this document:

- Describes the requirement management process to be used for the project;
- Defines the roles and responsibilities related to requirements management;
- Specifies the methodology, standards, tools and techniques and templates used to support requirements management.

2. REQUIREMENTS MANAGEMENT OBJECTIVES

Requirements Management is the process of gathering, documenting and validating requirements, and managing their implementation and change. It is a process that runs continuously throughout the project life cycle and relates to other project management processes, such as quality and change management.

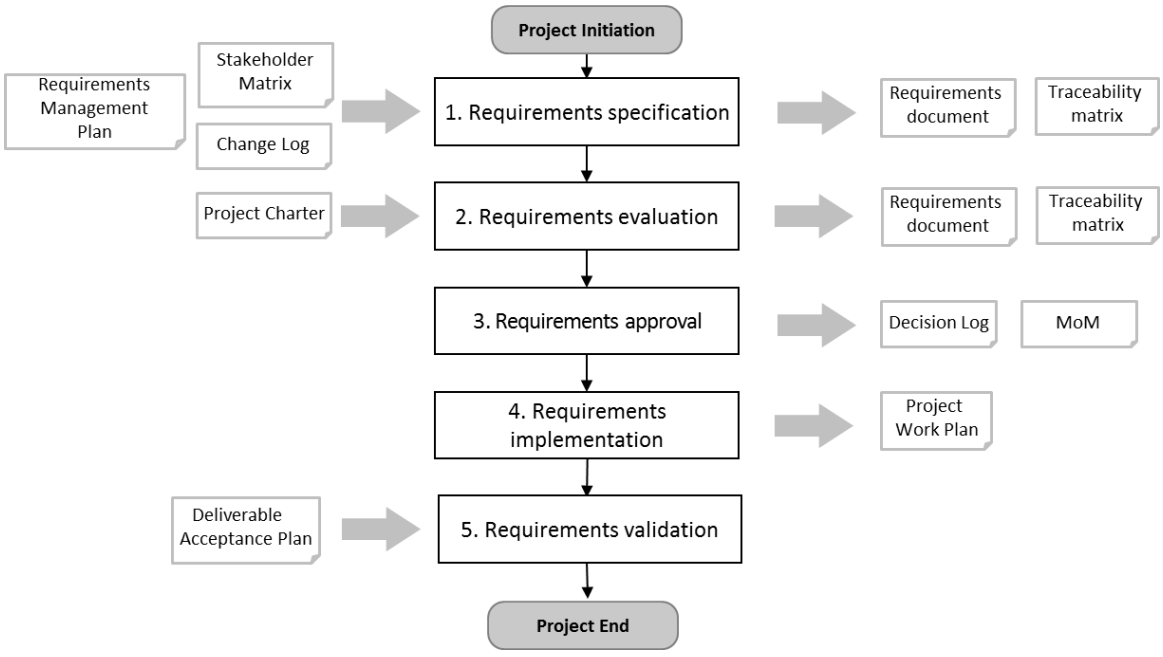
The Requirements Management process can be tailored and customised to a project's needs and can be documented either in a *Requirements Management Plan* (this document) or in the *Project Handbook*. Separate requirements documentation is used to specify, categorise and prioritise the requirements and to provide traceability (requirements traceability matrix). These can be standalone documents or an annex to the *Project Charter* or the *Project Work Plan*.

Note that managing changing requirements to configuration items (e.g. requirements documentation, the *Project Work Plan* and deliverables) is part of project change management and is therefore documented in the *Project Change Management Plan.*

3. REQUIREMENTS MANAGEMENT PROCESS

<Please tailor the requirements management process if necessary (complete description or delete activities that are not applicable to the project.>

The PM^2 requirements management process defines the activities related to identifying, documenting, evaluating, prioritising, approving, validating requirements, and communicating the status of requirements to all relevant stakeholders.



<If you tailor the process, make sure you align the above process diagram>

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

Step 1: Specify the requirements
Together with the project stakeholders, gather the project requirements and document them clearly in the Requirements documentation. Structure them by adding relevant metadata. Many tools & Techniques can be applied here to gather requirements: brainstorming, nominal group technique, interviews, observation, story boards, prototyping, user stories, and more. Requirements can be documented using MS Word or Excel, or in a requirements documentation and management system.

It is crucial to identify and specify as many of the requirements as possible during planning. Discovering important requirements during execution might have a big impact on project cost and schedule.

In Agile projects the approach to requirements gathering is different from the more traditional (waterfall) project lifecycle. In Agile projects requirements are gradually discovered during the development of the deliverables. In an Agile project it is acceptable that requirements are removed, replaced or re-prioritised during the development.

Step 2: Evaluate the requirements
The project team assesses the feasibility, consistency and completeness of the requirements, and estimates the effort/costs needed to implement them. The Project Manager (PM) balances the list of requirements against project constraints (budget, time, etc.) and makes a proposal to the project stakeholders.

A requirement traceability matrix might be helpful to provide structure and traceability in extended requirements documentation, linking high-level business needs to detailed requirement, and detailed requirements to deliverables.

Prioritization of requirements is part of this step. Techniques like e.g. MoSCoW prioritisation can be applied. An important aspect of prioritisation is the relationship between requirements. Related and dependent requirements need to have the same priority.

The Project Manager (PM) verifies if requirements are in-scope as to the scope boundaries defined in the *Project Charter*. Requirements that are out-of-scope are logged as “not in scope” in or outside the Requirements documentation.

Any requirement should be testable on the deliverable(s). For this reason acceptance criteria are defined for each requirement. These criteria are part of the requirements documentation. These criteria are fundamental in the development of the deliverables as well as the test plans for final deliverable acceptance. See also step 5.

Step 3: Approve the requirements
The Project Manager (PM) and key stakeholders (such as the Project Owner (PO) or Business Manager (BM)) negotiate and agree on the requirements for the project and their priorities. In these negotiations, the Project Manager (PM) makes sure that the in-scope requirements can be delivered given the cost and schedule boundaries set in the Project Charter.

The formal approval of the requirements documentation is logged in the *Decision log* and/or the minutes of the meeting (MoM), e.g. the Project Steering Committee (PSC).

Step 4: Monitor requirements implementation
The Project Manager (PM) continuously monitors the Project Core Team's (PCT) implementation of the requirements, adds new requirements and changes existing ones where needed through formal change control. New and changed requirements need to follow the steps 1, 2 and 3 as described above. After approval the *Project Work Plan* (PWP) will be updated.

Step 5: Validate the implemented requirements
When the requirements are implemented, the deliverable is validated by the User Representatives (URs). They assess if the initial business need is satisfied. This validation is based on the acceptance criteria that are defined for each requirement (see step 2). Formal acceptance of the project deliverables should comply with the Deliverables Acceptance process as described in the *Deliverable Acceptance Plan*.

4. THE REQUIREMENTS LIFECYCLE

A requirement may run through these lifecycle stages:

- **Specified**: The requirement is specified in a document or in a requirements documentation and management system.
- **Proposed**: The requirement has passed evaluation but not yet approved by the client. If it does not pass evaluation it will get status For Fixing or Rejected.
- **Approved**: The requirement is formally approved by the client. If it is not approved it will get status For Fixing or Rejected.
- **Incorporated**: The requirement is incorporated in the *Project Work Plan* (PWP). If during incorporation an issue is discovered the status may change into For Fixing.
- **Implemented**: The requirement is implemented in one or more of the project deliverables and tested against the acceptance criteria by the Project Core Team (PCT), but not yet formally accepted by the client. If during implementation an issue is discovered the status may change into For Fixing.
- **Validated**: The implemented requirement is formally validated against the acceptance criteria and accepted by the client. If during validation and acceptance an issue is discovered the requirements may be partially accepted and the status may change into For Fixing.

In addition, requirements may have these special statuses:

- **For Fixing**: If there is an issue, a requirement may get the status For Fixing at any stage of the requirements lifecycle. Reasons for this status may be that the requirement is not well documented or inconsistent with another requirement. Another reason is that the requirement did only partially pass validation. After resolving the issues a requirement may return to the status Specified. If an issue cannot be resolved a requirement may get the status Rejected.
- **Rejected**: A requirement may be Rejected for different reasons. Examples are: The requirement is obsolete, out of scope, not feasible, postponed (to a later project phase, or another project), merged with another requirement, and a requirement may be identified as a duplicate requirement and therefore rejected.

5. Requirement Management Roles and Responsibilities

The main roles and responsibilities for the requirements management process are:

- **Project Owner (PO)**: is accountable for all requirements and has the responsibility of approving or rejecting requirement documentation including the priorities of each requirement.
- **Project Steering Committee (PSC)**: is informed about the status of the requirements gathering process and on changes to the approved requirements documentation and priorities.
- **Business Manager (BM)**: is consulted for the tailoring and elaboration of the requirements documentation and the priorities. The Business Manager (BM) is responsible for identifying the relevant User Representatives (UR) that can be a source in the requirement gathering process like e.g. participation in workshops and interviews. In addition the Business Manager (BM) identifies the User Representatives (UR) that will participate in deliverable testing during deliverable acceptance.
- **Solution Provider (SP)**: is informed on the status of the requirements gathering and management processes.
- **Project Manager (PM)**: is responsible for managing, monitoring, controlling and reporting the status of the requirement documentation and processes, including identifying, documenting, evaluating, prioritising, approving and validating requirements. The PM can assign specific tasks to a Project Core Team member or to another project stakeholder, as e.g. a **business analyst**.
- **Project Core Team (PCT)**: is informed on the status of the requirements gathering and management processes. Some team members may support the PM in the requirements management related activities. A **business analyst** may be part of the PCT.
- **Appropriate Governance Body (AGB)**: is informed on the status of the requirements gathering and management processes.
- **Other Stakeholders**: *<Please add other stakeholders if relevant.>*

The following RASCI table defines the responsibilities of those involved in requirements management:

RAM (RASCI)	**AGB**	**PSC**	**PO**	**BM**	**UR**	**SP**	**PM**	**PCT**
Requirements Management Plan	I	I	**A**	C	C	I	R	S
Manage Requirements	I	I	**A**	C	C	I	R	S

**AGB: Appropriate Governance Body.*

The contact details of each of the above stakeholders are documented in the *Project Stakeholder Matrix*.

6. Tools and Techniques

The following techniques will be used for requirements management:

- Interviews;
- Brainstorming;
- Workshops;
- Observation;
- Prototyping;
- MoSCoW prioritisation;
- …

<Please list the requirement management techniques as per your project or/and organization needs. These can be used for requirements gathering, prioritisation and more.>

The following tools will be used for requirements management:

- Requirements documentation;
- Requirements traceability matrix;
- …

<Please customize the above list as per your project or/and organization needs.>

Requirements documentation and the traceability matrix may be part of a Requirements documentation and management system.

6.1. Requirements documentation

The Requirement documentation may have the following structure:

<Define the documentation to be used for identifying, documenting, evaluating, prioritising, approving and validating requirements.>

Requirements documentation	
Change Identification and Description	
ID	The unique requirement identifier. It should be numbered sequentially.
Name	Short name of the requirement.
Category	Categorizes the requirement, e.g. Business need, Feature, Functional Requirements, Technical Requirements, Training Requirements, Quality Requirements, Performance Requirements, Security requirement, Support Requirements, Maintenance Requirements, System quality requirement, Business rule, etc.
Type	Requirement type refers to the technique used to describe the requirement, e.g.: Epic, User story, Story board, Use Case, User interface sketch, Business Process Model, Report structure, etc.
Requirement Description & Details	A description of the requirement in text or using picturising techniques like use case diagrams, sketches, etc.
Acceptance Criteria	One or more acceptance criteria that allow the stakeholders to test if the deliverable meets the requirement.
Status	The status of a requirement can e.g. be any of the following: Specified, Proposed, Approved, Incorporated, Implemented, Validated, For Fixing & Rejected.
Requested by	The source of the requirement. The stakeholder(s) to whom the requirement is important.
Identification Date	The date that the requirements were brought up.

The above is a suggested list of attributes. No template is provided.

6.2. Requirements traceability matrix

Requirements and requirement attributes may need to be traced from the high level business needs down to the detailed requirements, and finally into deliverables.

A traceability matrix is used to maintain these relations. This matrix can be an excel file with attributes as e.g. the one below, or a system, that may be part of a larger requirement management system

The Requirement traceability matrix may have the following structure:

<Define the Requirement traceability matrix to be used for tracking the relation between high level and detailed requirements and the deliverables.>

Requirement traceability matrix	
ID	Unique identifier.
Name	Short and descriptive name.
Status	The status of a requirement can e.g. be any of the following: Specified, Proposed, Approved, Incorporated, Implemented, Validated, For Fixing & Rejected.
Priority	Statement of relative importance of the requirement, as e.g. High, Medium, Low, or Must-have, Should-have, Could-have, Won't-have.
Size	An indication of the level of effort needed or how hard it will be to implement the requirement. (Big, Medium, Small)
Comments	Comments on the requirement. If the requirement has been REJECTED the reason for rejection must be described here.
Derived From	Identifier of the Requirement from what requirement it was derived (for example a Feature must be always derived from a high level Business requirement or Stakeholder Need, and a detailed requirement from a Feature).
Related WBS code	Identifier of the WBS element that produces the deliverable for which this is a requirement.
Specification of documentation	Name of the document where the requirement is specified and the file location.
Test Plan	Name and file location of the document where the test plan or acceptance criteria for this requirement is described.

The above is a suggested list of attributes. No template is provided.

7. REQUIREMENTS CHANGE MANAGEMENT

<Customise the process that will be used to manage change to the requirements for this project.>

Requirements may change as well as new requirement may come-up during the execution phase of the project. As the project started with an approved set of requirements the project manager needs to manage changes to the requirements in a formal way. Any changed or new requirement should:

- be logged using the *Change Request Form,*
- follow the requirements management process as described in chapter 3 of this document, and
- be processed through change control as described in the *Project Handbook* or the related *Project Change Management Plan*.

8. 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 change management approach and escalation process. The location of this document is found in Appendix 1.

Project Change Management Plan

The management of changes to the project (e.g. change of scope, requirements, budget, schedule) is described in the *Project Change Management Plan*. The location of this document is found in the Appendix 1.

Deliverable Acceptance Plan

The management of project deliverables (responsibilities, activities and the criteria for the deliverables acceptance) is described in the *Deliverables Acceptance Plan*. The location of this document is found in Appendix 1.

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* 04.Project_Handbook.XYZ.11-11-2017.V.1.0.docx	*<Example of a location>* *< U:\METHODS\ProjectX\Documents\>*
2	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

DG [Name]
Unit [Name]

Project Change Management Plan

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Project Change Management Plan
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Basic, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recolored to black in the final version.

TABLE OF CONTENTS

1. INTRODUCTION

The purpose of this document is to define the *Project Change Management* process for this project. More specifically, this document:

- Describes the change management process to be used for the project;
- Defines the roles and responsibilities related to project change management;
- Specifies the methodology, standards, tools and techniques used to support project change management.

2. CHANGE MANAGEMENT OBJECTIVES

Project change management aims to bring transparency, accountability and traceability to all project changes implemented after the project scope and project plans have been baselined. It ensures that changes with a significant impact in any of the project dimensions (i.e. scope, time, cost, quality or risk) are properly assessed, agreed on and approved by the appropriate level of authority.

A project change can result e.g. from a scope change, a new requirement (quality,…), an identified issue, a preventive action to reduce the risk level, or from a decision taken to change any of project baselines (scheduling, staffing or budget).

Note that managing changes to configuration items (e.g. project artefacts and deliverables) is part of quality management and are therefore documented in the *Quality Management Plan.*

3. CHANGE MANAGEMENT PROCESS

<Please tailor the change management process if necessary (complete description or delete activities that are not applicable to the project.>

The PM^2 project change management process defines the activities related to identifying, documenting, assessing, approving, prioritising, planning and controlling changes, and communicating them to all relevant stakeholders.

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:

Step 1: Change Identification

The purpose of this step is to facilitate the identification and documentation of change requests to project baselines as scope, requirements, deliverables, resources, costs, timeframe or quality characteristics.

Changes can be requested (or identified and raised) throughout the project lifecycle by any Project Stakeholder. After receiving a change request, the Project Manager (PM) registers the requested change in the *Change Log*.

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.

Step 2: Change Assessment and Action Recommendation

The purpose of this step is to assess a) whether this request is indeed a project change, b) to define the different options to meet this request, c) to assess the size of the identified change for each option defined in terms of the impact to the project objectives, quality, risk, schedule, cost and effort, and the contract with the contractor, and d) to decide on a priority for the implementation of that change request.

After this assessment, the recommended action will be detailed with the necessary steps, deliverables, cost, timescale and resources involved. Be aware that the recommended action may be to reject the requested change. This information will be documented by the Project Manager (PM) in the *Change Log* (the *Change Request Form* documents the original request) which is then used as an input to the formal change approval by the appropriate decision makers.

New changes can generate new risks, issues or quality requirements and therefore change assessment will include the assessment of current or new risks, issues and quality requirements. The design of the change implementation (action) will also impact cost, scheduling and resources assigned to the project, so all these dimensions will be assessed before change approval. If a contractor is involved, the impact on the contract needs to be considered. Any change to a contract brings a considerable amount of administrative work that is costly and may delay the project. Be aware that the amount of change to a contract may be constraint by the European tendering rules.

Step 3: Change Approval

The purpose of this step is to achieve a decision regarding the approval of the change, according to the escalation procedure defined for the project (i.e. reviewed by the appropriate decision makers within the Managing/Directing/Steering layers - see the PM^2 Governance Model). Changes classified with high size will always be communicated to the Directing or Project Steering Layer. Moreover, project scope changes will be yearly reported to the Corporate Governance Bodies.

There are four possible decisions to be considered: Approve, Reject, Postpone, or Merge the change request. The decision details are documented in the *Change Log*. Key decisions may also be logged in the *Decision log*. If the change request needs further information or clarification, it returns to the "Change Assessment and Action Recommendation" step.

Step 4: Change Implementation

For the approved or merged changes, the Project Manager will incorporate the actions related to these changes into the *Project Work Plan* and update project related documentation such as project plans, logs and checklists, (e.g. *Quality Management Plan*, *Resource Plan*, *Deliverables Acceptance Management Plan*, *Risk Log*, *Issue Log*, *Decision Log*, *Quality Review Checklist* and *Deliverables Acceptance Checklist*, if applicable).

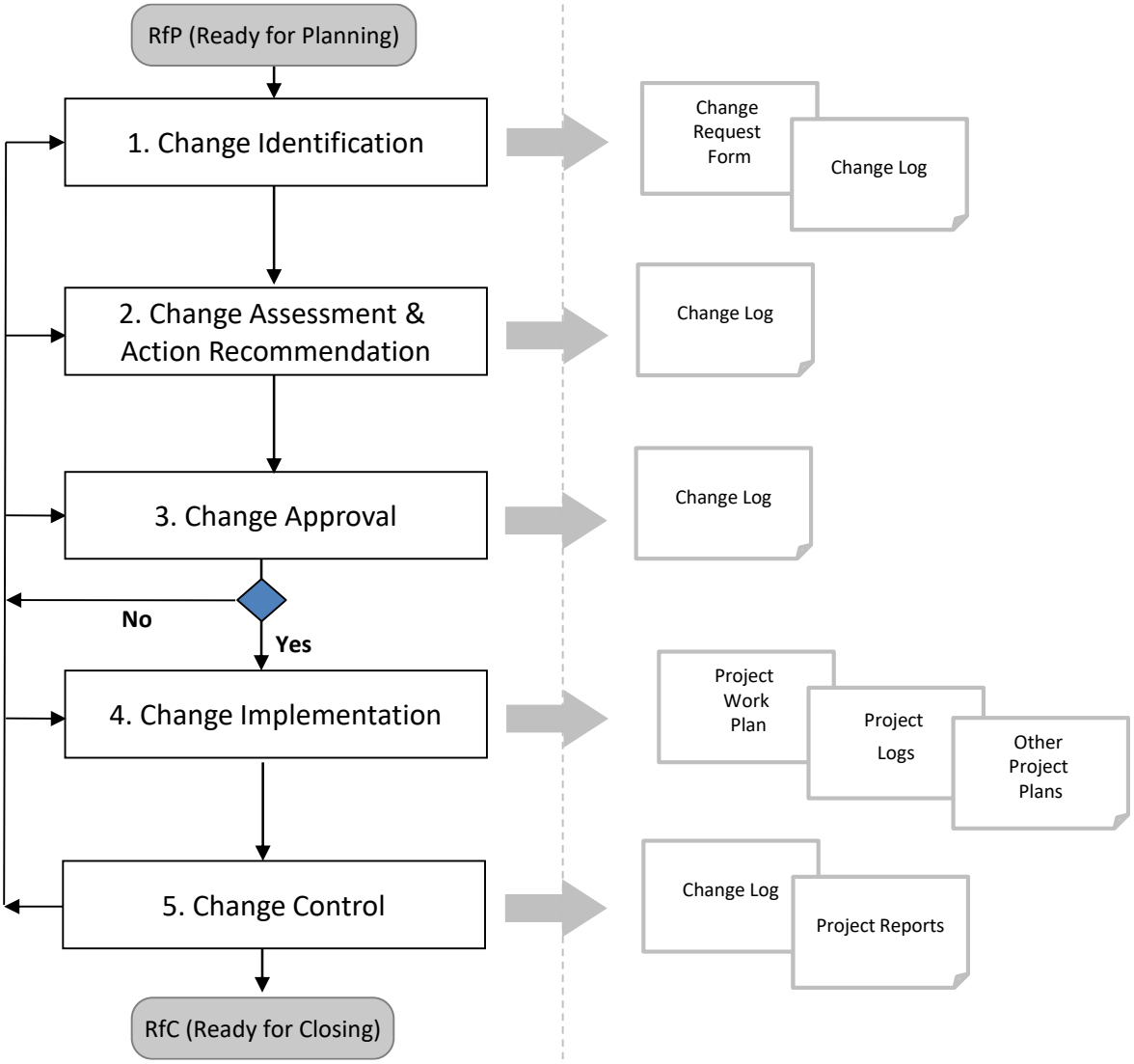
Step 5: Change Control

The purpose of this step is to monitor and control project changes, to be able to easily communicate them to the several project decision layers, for approval or status updates. The Project Manager (PM) will collect any changes to the project or related actions and control the status of each change management activity.

Project follow-up meetings will be used to revise the status of changes and related actions, and to identify new changes. The Project Manager (PM) is responsible for updating the *Change Log*, which can include adding new changes, updating change status, updating effort estimation, modifying size and/or priority levels based on changes in project environment, etc.

Additionally, the Project Manager (PM) will report periodically (monthly) the status of project changes to the Project Steering Committee (PSC) and, when adequate, to other project stakeholders (as per the

Communications Management Plan), e.g. to the Corporate Governance Bodies (yearly *Project Progress Report*).



<If you tailor the process, make sure you align the above process diagram>

4. Change Management Roles and Responsibilities

The main roles and responsibilities for the project change management process are:

- **Project Steering Committee (PSC)**: is consulted for the approval of the changes and monthly informed of the status of changes. It can re-assess changes and modify priority, identify new changes, refine action approach and escalate change requests to other stakeholders.
- **Project Owner (PO)**: is accountable for all changes related activities and has the responsibility of approving or rejecting changes, or escalated them according to the escalation procedure.
- **Business Manager (BM)**: is consulted for the assessment and approval of changes and to validate the recommended action steps, impact, and effort and time estimation, from a requester perspective.

- **Solution Provider (SP)**: is consulted for the assessment and approval of changes and to validate the recommended action steps, impact, and effort and time estimation, from a provider perspective (at the Project Steering Committee).
- **Project Manager (PM)**: is responsible for managing, monitoring, controlling and reporting project changes and consolidating and documenting them in the project related documents. The PM can assign specific tasks to a Project Core Team (PCT) member or to another project stakeholder. The *Change Log* is reviewed weekly in the Project Follow-up Meetings and any new identified change or re-assessment of changes is communicated to the PSC (changes larger than Medium Size) for approval.
- **Project Core Team (PCT)**: supports the Project Manager (PM) in the project change management related activities and identifies and assesses project changes throughout the project lifecycle.
- **Business Implementation Group (BIG)**: is informed of project changes and can request new changes.
- **Other Stakeholders**: *<Please add other stakeholders if relevant.>*

The following RASCI table defines the responsibilities of those involved in project change management:

RAM (RASCI)	**AGB***	**PSC**	**PO**	**BM**	**UR**	**SP**	**PM**	**PCT**
Project Change Management Plan	I	I	**A**	C	I	I	**R**	I
Manage Project Changes	I	C	**A**	**S**	I	I	**R**	C

****AGB**: Appropriate Governance Body. (e.g. for IT projects, this is the IT Steering Committee).*

The contact details of each of the above stakeholders are documented in the *Project Stakeholder Matrix*.

5. Tools and Techniques

The following techniques will be used for project change management:

- Impact Analysis;
- …

<Please list the change management techniques as per your project or/and organization needs.>

The following tools will be used for project change management:

- Change Log;
- Change Request Form;
- …

<Please customize the above list as per your project or/and organization needs.>

5.1. Change Log

The project *Change Log* has the following structure:

<Define the change log to be used for identifying, assessing and designing the implementation of changes. Change analysis should be documented and tracked on a Change Log for monitoring & control purposes. Please customise the Change Log structure provided as per your project or/and organization needs. Provide a link to the Change Log>

Change Log
Change Identification and Description

ID	The change identifier. It should be numbered sequentially.
Category	Categorizes the changes into new requirement, issue or risk related, business improvement, etc.
Change Name	A short name for the change to be used as a reference.
Change Description & Details	A description of the change details and consequences of doing nothing.
Status	The change status can be any of the following: **Submitted**: this is the initial status. Use this while the change is being defined. **Investigating**: use this to initiate an investigation. This will require an investigator to be selected and to initiate a task assignment. **Waiting for Approval**: use this to initiate approval. Before doing this, make sure that the investigation is complete and that the estimations shown are correct. **Approved**: this status is set when the approval process is successfully completed. **Rejected**: this status is set when the approval process leads to rejection. **Postponed**: this status is set for postponing the action indefinitely. **Merged**: this status indicates that this change has been merged into some other change so it is no longer being actively handled. Merging is common when large numbers of changes are being used. **Implemented**: this status indicates that this change is already updated in the Work Plan.
Requested by	The name of the person requesting the change.
Identification Date	The date that the change has been raised.
Change Assessment and Action Description	
Action Details (effort & responsible)	Description of the recommended action, steps, deliverables, timescale, resources and effort involved.
Size	Change size represents the effort related to the change implementation. The possible values are: **5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low**
Priority	A numeric value denoting the priority of the change. The possible values are: **5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low**
Target Date	The date that the project change is expected to be delivered.
Change Approval	
Approved by	Person (or Committee) that approved the change.
Approval Date	Date that the project change is approved.
Escalation	To be escalated to the Directing or Steering Layers: Yes or No.
Change Implementation	
Actual Delivery Date	The date that the project change will be delivered.

Traceability/Comments	The ID(s) of the task (in the Project Work Plan) implementing the change, or/and the IDs of related issue, risk or decisions log entries. Any additional information related to the change (activities).

The location of this artefact is found in the Appendix 1.

5.2. Change Request Form

The Change Request Form for the project is using PM² *Change Request Form* template and no changes have been done to the structure, fields or values, as following:

<Define the Change Request Form to be used for identifying, assessing and approving the implementation of changes.>

Change Request Form	
Change Request	
Project Name	*<The change identifier. It should be numbered sequentially.>*
Change ID	*<The change identifier from the Change Log. IT links this change request to the corresponding entry in the Change Log.>*
Change Name	*<A short name for this change.>*
Identification Date	*<The date that the change has been raised. dd/mm/yyyy>*
Requested by	*<The name of the person requesting the change.>*
Category	Categorizes the changes into new requirement, issue or risk related, business
Priority	*<Note that the priority is given from the point of view of the requestor and is not necessarily the priority that will be given to this change (if approved) after an impact analysis has been performed and the change is prioritised against other change requests or work)>.* A numeric value denoting the priority of the change. The possible values are: **5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low**
Change Description & Details	
Current Situation	*<Describe the current situation (a problem, an opportunity or a new need – why is there a need for a change in the project?>*
Desired Situation	*<Describe the desired situation. What is the goal and benefits of this change request?>*
Impact or Risks	*<Describe the impact or risks of not implementing this change. If this impact or risks can be quantified, then this can help with the analysis (cost benefit analysis) and final decision regarding the implementation (or not) and the priority of this change. >*
Out of Scope	*<Clarify what is out of the scope of this change request. This clarifies further the boundaries of the requested change and ensures that only the needed change is implemented.>*
References and Related Documents	
Link	The Location of relevant (or supporting) documents

The location of this artefact is found in the Appendix 1.

6. Change Identification Activities

<Customise the activities that will be used to identify risks for this project and define the risk categories.>

The purpose of this section is to describe the specific project change identification activities and tools that will be used for this project.

The identification of changes can be result of: project team brainstorming, project meeting, users' feedback, a risk response (e.g. to avoid a risk), assumptions analysis, or a request from a stakeholder.

Note that issues of significant size may sometimes lead to project change. Therefore issues are often linked to project change items (logged, assessed, assigned and tracked by using the *Change Log*.)

A *Change Request Form* can also be used to document the original request for a change, offering justification and background information which can help with the analysis of the change requirements, impact and best course of action.

The purpose of the *Change Request Form* is to capture the need and characteristics of a project change. The change request is the first step of the change request process. Once the change request is logged into the Change Log, then this form is updated with the assigned Change ID and the form is archived.

The PM^2 *Change Log* is the tool used to register and update project changes and related actions.

7. Change Assessment and Action Recommendation Activities

The purpose of this section is to describe specific project change assessment and action recommendation activities and tools that will be used for this project.

Activities and tools used are:

- Impact Analysis *<evaluate is the impact of the change on the projects dimensions of time, cost, quality)>.*
- Risk Analysis *<e.g. in case new risks introduced>.*
- Risk Log.
- Change Log.
- …..

Changes will be reviewed and evaluated during the Change Control Meetings as described in the *Communications Management Plan*. During the Change Control Meetings, recommendation activities will be proposed, discussed, prioritised and logged in the *Change Log* along with the Project Manager's or other stakeholders' comments.

Note that a fist level of discussion of project changes can also take place during the more frequent Project Follow-up Meeting, where the action plan for minor changes can be agreed.

8. Change Approval Decisions

Recommended actions for the changes of significant size (i.e. significant impact on delivery time and budget) will be discussed during the Project Steering Committee (PSC) Meeting, planned to occur monthly. The Project Steering Committee (PSC) plays the role of what is usually known as the Change Control Board (CCB) or Change Advisory Board (CAB).

For each change, the *Change Log* should have already the following information:

- Change description and assessment;
- Action recommended, main steps, deliverables, and estimation of time, resources and cost;
- Change approved by.

For changes which do not have significant impact on delivery time and budget, the changes can be approved during the Change Control Meetings.

8.1. Escalation

<Please customise / document any deviations to the escalation process described in the Project Handbook, if specific to project change management process, or reference to the Project Handbook.>

The change escalation workflow for this project is as following:

- Only changes with Very Low and Low Size (i.e. no impact on the overall allocated budget and committed project deadlines) can be approved at the Managing Layer (Business Manager (BM) and Project Manager (PM) (e.g. during the Project Follow-up Meetings) or during the Change Control Meetings);
- Other changes (with Medium, High and Very High Size) are approved by the Project Steering Committee (PSC);
- When relevant, the Project Steering Committee (PSC) escalates change requests to be approved by other Corporate Governance Bodies.
- Project scope changes are reported yearly in the *Project Progress Report*, to be reviewed and approved by the Appropriate Governance Body (AGB) (e.g. MAP/CPO/ISPMB for IT Projects).

9. Change Implementation Activities

The activities related to the implementation of changes and their status will be documented in:

- Project Work Plan
- Issue Log
- …

<Please reference the Project Work Plan or other documents or tools where the implementation of changes can be reflected, monitored and controlled.>

10. Change Control and Reporting

<Please customise the description as per your project or/and organization needs.>

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 (as per the *Communications Management Plan*), e.g. to the Corporate Governance Bodies (i.e. via the yearly *Project Progress Report*).

<Please reference the Communications Management Plan or to other documents supporting change control and reporting.>

11. 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 change management approach and escalation process. The location of this artefact is found in the Appendix 1.

Communications Management Plan

The *Communications Management Plan* helps to ensure that all project stakeholders have the information they need to perform their roles throughout the project. It defines and documents the communication items content, format, frequency, the audience and expected results. The location of this artefact is found in the Appendix 1.

Quality Management Plan

The quality management (quality requirements, approach, process and responsibilities, and quality assurance and control activities) is described in the *Quality Management Plan*, as well as the **project configuration procedure for deliverables and artefacts changes**. The location of this artefact is found in the Appendix 1.

Issue Management

The management of issues is described in the *Issues Management Plan*. This artefact defines how issues are identified, evaluated, and assigned for resolution. Issue management supports the resolution of issues that may involve change management process. The location of this artefact is found in the Appendix 1

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* 04.Project_Handbook.XYZ.11-11-2099.V.1.0.docx	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

DG [Name]
Unit [Name]

Risk Management Plan

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Risk Management Plan
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Limited, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recolored to black in the final version.

TABLE OF CONTENTS

1. INTRODUCTION

The *Risk Management Plan* defines and documents the risk management process for a project. It describes how risks will be identified and assessed, what tools and techniques can be used, what are the evaluation risk level bands, the relevant roles and responsibilities, how often risks need to be revisited, etc. The Risk Management Plan also defines the risk control and escalation process as well as the structure of the *Risk Log* which is used to document and communicate the risks and the relevant risk response actions.

The purpose of this document is:

- To outline the risk approach and process to be used for the project;
- To identify the roles and responsibilities related to risk management;
- To specify the methodology, standards, tools and techniques used to support risk management.

2. RISK MANAGEMENT OBJECTIVES

Risk management brings visibility to risks, accountability as to how they are acted upon, and ensures that project risks are proactively dealt with and are regularly monitored.

The main objectives of project risk management are:

- Project risks are identified, assessed, approved and reported throughout the project;
- All major risks are reported to the Steering Layer;
- Risk response strategies are in line with stakeholders' risk appetite and approved risk level thresholds;
- All risks are monitored and under control;
- Risk response actions are implemented effectively.

<Please customize the above risk management objectives as per your project's or/and organization's needs.>

3. RISK MANAGEMENT PROCESS DESCRIPTION

<Please tailor the risk management process if necessary (complete description or delete activities that are not applicable to the project.>

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:

Step 1: Risk Identification

The purpose of this step is to facilitate the identification and documentation of risks that can impact the project objectives.

Various techniques will be used for risk identification which typically focus on past trends or future exposure, on a bottom-up or a top down analysis.

There is a Commission's Risk Typology[1] that groups various types of risks into categories and it will be used as reference.

[1] Example of a Risk typology is available here: https://myintracomm.ec.europa.eu/budgweb/FR/man/icrm/Documents/annex1-rmrisktipology_en.doc.

The techniques that will be used for risk identification are documented in section 4. TOOLS & TECHNIQUES.

Risks are continuously identified throughout the project lifecycle; however, very early during the Initiating phase, an initial risk list will be created which is thereafter frequently updated. The same procedure will be followed both for the creation of the *Risk Log* as well as for the inclusion of new risks later in the project.

The *Risk Log* contains the risks identifier, risk name and short description, the risk category and owner, as well as strategies, actions and timing which will facilitate the monitor and control aspects of the project. *<Customize the PM² Risk Log>*

Additionally to the *Risk Log*, the following tool will be used: *<please add additional tools to be used for risk identification as per your project's or/and organization's needs.>*

Step 2: Risk Assessment

The purpose of this step is to assess the likelihood and impact of the identified risks in terms of their influence to the project objectives. This assessment is necessary before any risk response planning can be done.

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.

Depending on the stakeholders' risk appetite, risk level bands will be defined based on which the most appropriate risk response strategies are chosen.

Step 3: Risk Response Development

The purpose of this step is to select the best strategy and identify and plan the actions to manage the risks.

The selection of the risk response strategy will be based on the results of the risk assessment (risk level), the type of risk, as well as on the effects on the overall project (cost/benefit analysis). The strategy selected for each risk is documented in the *Risk Log*.

There are four strategies to be considered as risk responses: Avoid, Transfer or Share, Reduce, or Accept a risk. For the risks that have been accepted, contingency plans may be defined to help control their impact in case they occur.

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.

Actions will detail concrete activities, milestones and deliverables and will be documented in the *Risk Log*. Moreover, they will clearly identify the target resolution date, as well as the estimation of resources involved and dependencies. These actions (at least the most effort/cost consuming ones) will be incorporated into the *Project Work Plan*, in order to have a consolidated view of all project related activities.

Step 4: Risk Control

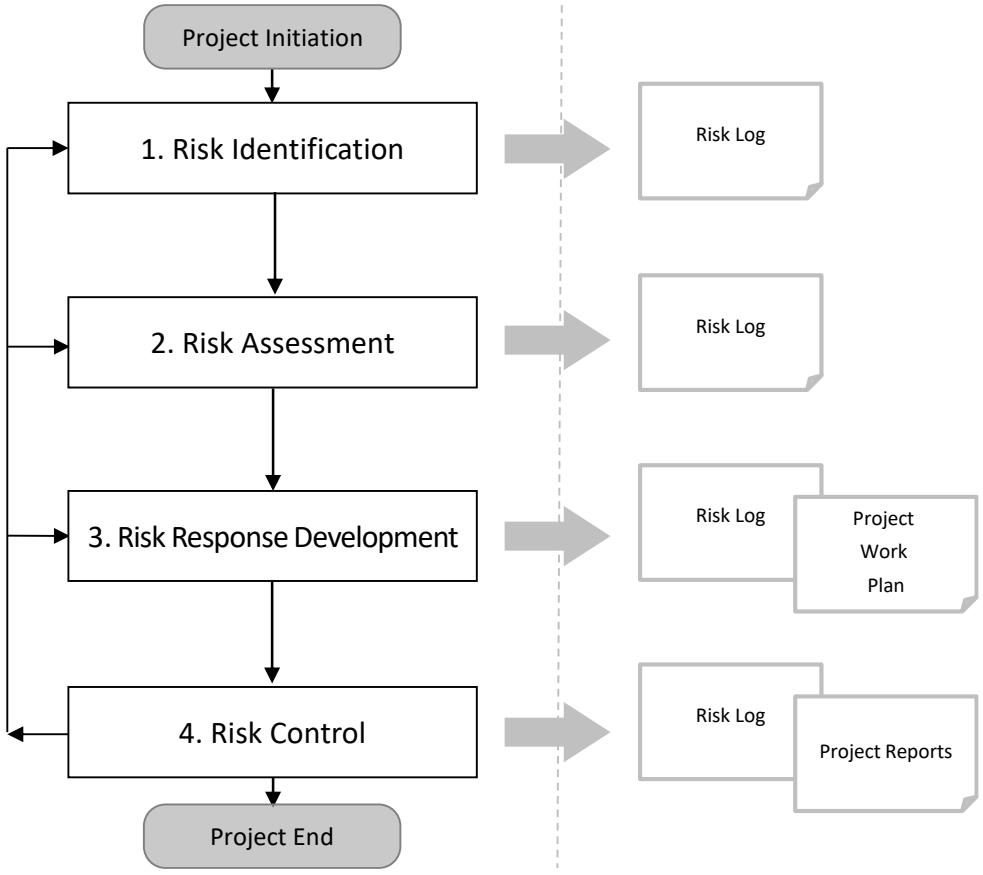
The purpose of this step is to monitor and control the implementation of the risk response activities while continuously monitoring the project environment for new risks or changes in the risks already identified.

The Project Follow-up Meetings are used to revise the status of risks and related actions, and to identify new risks that can impact project milestones, deliverables or objectives. The review of the *Risk Log* also appears in the agenda of the Project Review Meetings. Risks will be revised at regular predetermined intervals, but also after the occurrence of any event that might have a significant impact on the project environment and hence the project risks. The updating of the *Risk Log* can include adding new risks or actions, updating the status of response activities, changing risk levels based on mitigation actions, changing the assignment of actions, etc.

The Risk Owner will report periodically the status of the risk and any response activities to the Project Manager (PM).

The Project Manager (PM) will report to the Project Steering Committee (PSC) the status of the most major risks and to other project stakeholders (as per the project's communications plan). If any of the identified risks occur, then the Project Manager (PM) will ensure the implementation of the contingency plans and communicate the issue to the Project Steering Committee (PSC).

The activities described above are performed by the Project Manager (PM) throughout the project lifecycle in accordance to the *Risk Management Plan*.



<If you tailor the process, make sure you align the above process diagram>

3.1. Risk Management Roles and Responsibilities

<Define the roles and responsibilities for the identification, log, approval, follow-up, analysis and evaluation of project risks and related actions. If the number of identified risks to the project – or the nature of the project requires it, the Project Manager (PM) can assign a Risk Management Team (RMT). The person in charge for this team has the responsibility to gather and sort risks as they are identified, and for reporting and scheduling risk reviews. If this person is appointed, this will be documented in the organisation part of the Stakeholder Matrix.>

The following RASCI table defines the responsibilities of those involved in risk management:

RAM (RASCI)	**AGB***	**PSC**	**PO**	**BM**	**UR**	**SP**	**PM**	**PCT**
Risk Management Plan	I	C	**A**	C	I	I	**R**	I
Manage Risks	I	C	**A**	**S**/C	C	I	**R**	C

AGB: Appropriate Governance Body. <e.g. for IT projects, this is the IT Steering Committee>.*

The contact details of each of the above stakeholders are documented in the *Project Stakeholder Matrix*.

The Project Manager (PM) is responsible for identifying, assessing, managing and monitoring the risks of the project, consulting the project team and other stakeholders, when appropriate (e.g. Project Steering Committee (PSC), Project Owner (PO), Business Manager (BM), Solution Provider (SP), and User Representatives (UR)). The Project Manager (PM) is also responsible for assigning resources to the risk management process, with the approval of the Project Owner (PO).

The planning of risk management activities is performed by the Project Manager (PM) and documented in the *Risk Management Plan*.

New risks and related actions, as well as changes to identified risks or actions are approved by the Project Owner (PO) and reported to the Project Steering Committee (PSC), according to the escalation procedure.

Risks and related actions will be escalated to other Governance Bodies, when appropriate (e.g. in case of IT projects to the IT Steering Committee (ITSC)). The Project Steering Committee (PSC) and the other Governance Bodies will validate the identified risks and actions, and plan other actions, if adequate.

4. TOOLS & TECHNIQUES

The following techniques will be used for risk management:

- Desk reviews;
- Questionnaires[2];
- Interviews;
- Brainstorming;
- Workshops.
- …

<Please customize the above list as per your project's or/and organization's needs.>

The following tools will be used for risk management:

- Risk Management Plan;
- Risk Log;
- Risk assessment thresholds matrix;
- …

<Please customize the above list as per your project's or/and organization's needs.>

4.1. Risk Log

The *Risk Log* for the project is using PM[2] *Risk Log* template and no changes have been done to the structure, fields or values, as following:

[2] An example of a Generic Questionnaire for risk identification and assessment is available here: https://myintracomm.ec.europa.eu/budgweb/EN/man/icrm/Documents/doc_101006_rmquestionnaire_en.doc.

Risk Identification and Description	
ID	The risk identifier. It should be numbered sequentially.
Category	Categories of risks related to the area affected by the risk (e.g. Business, IT, People & Organisation, External and Legal).
Risk Name	A short title for the risk.
Risk Description & Details	A description of the risk that may occur in the project and its causes. What kind of problems will the risk result in and risk dependencies.
Status	The risk status can be any of the following: **Proposed:** this is the initial status. Use this while the risk is identified. **Investigating:** use this to initiate an investigation. This will require an investigator to be selected and to initiate a task assignment. **Waiting for Approval:** use this to initiate approval. Before doing this, make sure that the investigation is complete and that the estimations shown are correct. **Approved:** this status is set when the approval process is successfully completed. **Rejected:** this status is set when the approval process leads to rejection. **Closed:** this status is set when the risk has been managed (e.g. mitigation actions have be implemented) and it isn't anymore a risk for the project.
Identified By	The person who identifies the risk.
Identification Date	The date when the risk was identified.
Risk Assessment	
Likelihood	A numeric value denoting the estimate of the probability that the risk will occur. The possible values are: **5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low**
Impact	A numeric value denoting the severity of the impact of the risk (should it occur). The possible values are: **5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low**
Risk Level (L*I)	The risk level is the product of the likelihood and impact (**RL=L*I**).
Risk Owner	The person accountable for the management and monitoring of this risk.
Escalation	To be escalated to the Directing or Steering Layers: **Yes** or **No**.
Risk Response	
Risk Response Strategy	The available strategies to deal with the identified risks are: **- Avoid:** risk avoidance, working the project or project plan around those conditions or activities which introduce the risk; **- Reduce:** risk mitigation or reduction through the proactive implementation of risk reduction activities; **- Accept:** acceptance of the risk. In this case, contingency plans can also be defined in case the risk occurs (active acceptance); **- Transfer/Share:** transfer or share a risk with other entities, e.g. through insurances, sub-contracting etc.
Action Details (effort & responsible)	Description of the action: objective of the action, scope, deliverables, person responsible and effort estimates.
Target Date	The date that the action is expected to be implemented.

Traceability/Comments	The ID(s) of the task (in the Project Work Plan) implementing the risk actions, or/and the IDs of related change, issue or decisions log entries. Any additional information related to the risk approval (e.g. date) or related to the risk actions (activities).

<Please customize the Risk Log structure as per your project's or/and organization's needs.>

The location of this artefact is found in the Appendix 1.

4.2. Risk Assessment Thresholds Matrix

This project is using the PM^2 *Risk Assessment Thresholds Matrix*, as following:

The risk level will be calculated by the product of likelihood and impact in the following way:

		Impact				
		1=Very low	2=Low	3=Medium	4=High	5=Very high
Likelihood	5=Very high	5	10	15	20	25
	4=High	4	8	12	16	20
	3=Medium	3	6	9	12	15
	2=Low	2	4	6	8	10
	1=Very low	1	2	3	4	5

Legend:

	Risks can be accepted, contingency plans may be developed.
	Risks cannot be accepted, a risk response strategy should be developed (avoid, reduce, transfer/ share)
	Unacceptable – immediate risk reduction or avoidance response
- - - -	Risk appetite

Figure 1: Risk assessment thresholds matrix.

<Please customize the above matrix as per your project's or/and organization's needs.>

5. Risk Identification Activities

<Customise the activities and tools that will be used to identify risks for this project and define the risk categories.>

The purpose of this section is to describe the specific risk identification activities and tools that will be used for this project.

Initial risk identification was first performed when preparing the project's Business Case (for high level business risks) and then again in the Project Charter (for high level project risks). So this is the starting point of this step.

The identification of risks resulted from: project team brainstorming, PSC meeting, feedback of the users' working group, fulfilment of a questionnaire, risk check list analysis, assumptions analysis, diagramming techniques, SWOT analysis and expert judgement.

The following risk categories have been included in the risk identification analysis, considering the type of the project:

- Business: related to policy decisions, strategy and business processes and services;

- IT: related to infrastructure, system development, security, business continuity and availability of IT services;
- People and organisation: related to project staffing, competences and coordination between teams;
- External: related to outsourced activities, external partners and macro environment;
- Legal: related to laws, regulations and rules;
- Communication and Information: related to communication methods and channels and to the quality and timeliness of information.

<Please customize the above list as per your project's or/and organization's needs.>

The PM² *Risk Log* is the tool used to register and update risks and related risk management actions.

6. RISKS ASSESSMENT APPROACH

<Customise the approach, tools and techniques that will be used to assess the project risks for this project. Indicate the project risk level thresholds and indicate the person who will approve it.>

The purpose of this section is to describe the specific risk assessment activities and tools that will be used for this project.

The project will use the Risk Assessment Thresholds Matrix referred in section 4.2. Risk assessment thresholds matrix. The Risk Assessment Thresholds Matrix represents the different combinations of likelihood and impact of project risks on a scale from 1 to 5 and defines bands of risk level that suggest risk response strategies.

Risk level scale details:

<Please customize the likelihood and impact levels below (in green) for your project. These thresholds are only indicative values.>

Likelihood:

- **Very low**: less than 5% change of occurrence;
- **Low**: between 5% to 10% chance of occurrence;
- **Medium**: between 10% to 25% chance of occurrence;
- **High**: between 25% to 50% chance of occurrence;
- **Very high**: more than 50% chance of occurrence.

Impact:

- **Very low**: less than 1% of project budget affected, or/and other project baselines are nearly not impacted, or/and few individuals affected (only internal to project team), or/and no reputational impact or/and easy and quick capacity to react and resolve the issue.
- **Low**: 1% to 2% of project budget affected, or/and low impact in other project baselines, or/and only one milestone affected, or/and projects stakeholders may be affected, or/and reputational impact in DG or/and sufficient project competencies to resolve the issue (if risk occurs).
- **Medium**: 2% to 5% of project budget affected, or/and medium impact in other project baselines, or/and one or more milestones affected, or/and projects stakeholders will be to some extent affected, or/and project objectives may be affected, or/and reputational impact amongst technical staff in other DGs (IRMs), or/and formal complaints, or/and limited project competencies to resolve the issue (if risk occurs).
- **High**: 5% to 10% of project budget affected, or/and high impact in other project baselines, or/and several milestones affected, or/and projects stakeholders will be affected/concerned, or/and project objectives will be affected, or/and reputational impact in several DGs, or/and

formal and legal complaints, or/and insufficient project internal competencies to resolve the issue (if risk occurs).

- **Very high**: more than 10% of project budget affected, or/and very high impact in other project baselines, or/and several milestones affected, or/and projects stakeholders will be very affected/concerned, or/and the overall project will be affected, or/and external EC reputational impact, or/and significant formal and legal complaints, or/and external competencies are needed to address the issue (if risk occurs).

Risk levels thresholds:

< Please customize the risk levels thresholds below (in green) for your project.>

- **Green**: risk level <=2;
- **Yellow**: risk level >=3 and <=16;
- **Red**: risk level >=20.

The Project Steering Committee approved / stated that the project risk appetite is limited to risk level <=2, likelihood <10% and potential losses < x€.

6.1. Escalation

<Please document the customized escalation process for risks, or simply document any deviations (specific to risk management process) from the escalation process described in the Project Handbook>

The risk escalation:

- All new risks, proposed risk response strategies and proposed actions are approved by the Managing Layer, if the risk level is< **X**;
- If the risk level is>= **X** and <**X**, new risks, proposed risk response strategies and proposed actions are approved by the Project Owner (PO);
- If the risk level is>= **X**, new risks, proposed risk response strategies and proposed actions are approved by the Project Steering Committee;
- Depending on the risk category, higher risks (risk level is>= **X**) will be reported to:
  - IT Steering Committee: risks related to IT;
  - Management meetings: risks related to business domains and that have dependencies with other projects or departments / DGs;
  - Vendors meetings: risks related to outsourced activities are discussed with vendors and agreed upon necessary actions;
  - MAP/CPO/ISPMB yearly in the Project Progress Report.

7. Risk Response Strategies

<Customise the approach, tools and techniques that will be used to respond to project risks.>

The purpose of this section is to define the available risk response strategies to be used for this project.

The risk response actions are documented and updated in the PM^2 *Risk Log* throughout the project lifecycle (and then incorporated in the *Project Work Plan*) and revisited at least, in the weekly Project Follow-up Meeting.

The possible risk response strategies are:

- **Avoid**: risk avoidance, working the project or project plan around those conditions or activities which introduce the risk;
- **Reduce**: risk mitigation or reduction through the proactive implementation of risk reduction activities;

- **Accept**: acceptance of the risk (the impact/loss is accepted if the risk occurs). When accepting risks, there are two possible reactions:
  - Acceptance of the risk and no special action required, except continue to monitor the risk (passive acceptance);
  - Accept and develop contingency plans in case the risk occurs (active acceptance).
- **Transfer/Share**: transfer or share a risk with other entities, e.g. through insurances, sub-contracting etc.

The following table describes the risk response approach for this project:

Scenario	Risk Response Strategy
Very high impact and high or very high likelihood or high or very high impact and very high likelihood.	Avoid **or** implement an immediate reduction
Very high impact and very low likelihood.	Transfer/Share
All other risk levels.	Reduce
Low or very low likelihood and very low impact or very low likelihood and low impact.	Accept (monitor and plan contingency if deemed necessary)

<Please customize the above table as per your project's or/and organization's needs.>

8. Risk Control Activities

<Please define the type and frequency of risk control activities.>

The purpose of this section is to define the activities performed for monitoring and controlling risks, as well as their frequency.

The Project Manager (PM) monitors and controls risks based on Project Follow-up Meetings or on information received from other project stakeholders, in result of:

- Identification of new risks by the Project Core Team (PCT) or by other project stakeholders, in consequence of changes in the project environment;
- New proposed ways to deal with a risk (adding/changing actions);
- Implementation of any of the given actions or on general events or developments that will change the values for likelihood and/or impact of the identified risks;
- Other changes.

Frequency of Revisiting the Risk Log: The PM^2 *Risk Log* is updated at least once a week, after the Project Follow-up Meetings, by the Project Manager (PM).

Additionally, before each Project Steering Committee (PSC), there is a procedure in place to collect the status of each risk and action and the comments related to the effectiveness, quantification of resources spent, difficulties, potential problems and dependencies of the actions. This information is consolidated and updated in the *Risk Log*, and presented to the PSC. The project review planned at the end of each milestone also includes a deep review of the *Risk Log*.

The Risk Communication planning is part of the project *Communications Management Plan*.

The communication items identified are:

- Collection of new risks or changes to risks/actions in the weekly Project Follow-up Meeting;
- Report of risks (risk level>=**X**) and related actions status in the monthly meeting of the Project Steering Committee (PSC);

- Request of risk or action approval to the Project Owner (PO) or to the Project Steering Committee (PSC) (risks with a risk level >=**X**);
- Report risks list in the yearly Project Progress Report;
- Communication of the risks that have turned into issues (had occurred) in the monthly PSC meeting.

<Please reference in this section (provide links to) the Risk Log, to the Communications Management Plan, and/or any other documents supporting risk control.>

9. 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 risk management approach and escalation process. The location of this artefact is referred in the Appendix 1.

Communications Management Plan

The *Communications Management Plan* helps to ensure that all project stakeholders have the information they need to perform their roles throughout the project. It defines and documents the communication items content, format, frequency, the audience and expected results. The location of this artefact is referred in the Appendix 1.

Issue Management

The management of issues is described in the *Issue Management Plan*. This artefact defines how issues are identified, evaluated, and assigned for resolution. Issue management supports the resolution of issues after risks occur. The location of this artefact is referred in the Appendix 1.

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* 04.Project_Handbook.XYZ.11-11-2013.V.1.0.docx	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	06.Issue_Management_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
3	09.Communications_Management_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
4	23.Risk_Log.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
5	Project folder	*<Insert project folder location.>*
6	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

DG [Name]
Unit [Name]

Issue Management Plan

<Project Name>

Date: <Date>
Doc. Version: <version>
Template Version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Issue Management Plan
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<version>
Sensitivity:	<Public, Basic, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recolored to black in the final version.

TABLE OF CONTENTS

1. INTRODUCTION

The *Issue Management Plan* defines and documents the activities, the roles and responsibilities of those involved in identifying, assessing, assigning, resolving and controlling project issues. Issues are defined as unplanned project related events that happened and require a project management action.

In addition, this plan documents decisions, defines decision owners and keeps track of the implementation of key decisions taken. Decisions can be taken in Project Steering Committee (PSC) meetings and other meetings.

The objectives of this document are:

- To outline the issue management process to be used for the project;
- To identify the roles and responsibilities related to issue management;
- To specify the methodology, standards, tools and techniques used to support issue management.

2. ISSUE MANAGEMENT OBJECTIVES

Issue management aims to ensure that issues that have a potential impact on project scope, time, cost, quality, risk, or stakeholder satisfaction are assessed and acted upon. Relevant decisions can be also logged in the *Issue Log.*

Key decisions can be logged in a *Decision Log*, which brings visibility to decisions and accountability as to how and by whom they are taken, and to whom they should be communicated.

3. ISSUE MANAGEMENT PROCESS DESCRIPTION

<Please tailor the issue management process if necessary (complete description or delete activities that are not applicable to the project.>

The PM^2 project issue management process defines the activities related to identifying, documenting, assessing, prioritising, assigning, resolving and controlling issues.
The issue management process for this project is a four step process and falls under the responsibilities of the Project Manager (PM) who should execute the process when required throughout the project lifecycle:

Step 1: Issue Identification

The purpose of this step is to facilitate the identification and documentation of issues. Issues can arise in the project if:

- There are disagreements on the interpretation of requirements;
- The Project Core Team (PCT) has difficulties achieving the set goals (e.g. in terms of time, resources or quality);
- Non-conformities are identified by the Project Core Team (PCT) or by other Stakeholders (e.g. Quality Assurance Manager);
- Risks identified in the *Risk Log* occur, and thus risks change from potential problems to actual problems;
- External effects that influence the project in a negative way;
- Many other reasons.

Issues can be identified / raised by any Project Stakeholder throughout the project lifecycle, using different communication channels as meetings, emails, reports, among others. After receiving the issue information, the Project Manager (PM) registers the issue in the *Issue Log*. Issues can be also registered

in the *Issue Log* by the Project Core Team (PCT) members and then validated by the Project Manager (PM).

The *Issue Log* contains information to be fulfilled at this stage, such as the issue identifier, the issue category (e.g. IT, business, people & organisation, etc.), the issue details and impact, the status of the issue, the name of the person that identified the issue and the date of identification.

Step 2: Issue Assessment and Action Recommendation:

The purpose of this step is to assess the urgency and impact of the issue and decide on a priority for its resolution.

When an issue arise, an initial assessment (informal) will be performed by the person who raised the issue. This informal assessment will consider dimensions like:

- **Category**: Is the issue related to a specific area?
- **Impact**: What are the possible consequences of this issue? Will it have contractual impacts?
- **Urgency**: How urgent is a solution to this issue? This will influence the speed and planning of the issue reporting and resolution.
- **Size**: Is it an issue that requires some effort/const to solve, or is it best handled by immediate action?

<In the initial assessment is not necessary to go very deep into the considerations of the various dimensions, but the reporting of the problem should be adjusted to the situation and its impact. If the issue has been judged urgent, the Project Manager must be advised, in order to ensure a prompt handling of the issue.>

After this first assessment, the Project Manager (PM) assigns the detailed analysis of the issue to a project stakeholder. This person will assess the issue and identify its root cause. Also, it will recommend a solution and detail the necessary steps, effort and resources involved. This information will be documented in the *Issue Log* and then used as an input to request the approval by the appropriate decision makers (based on the escalation process). The Project Manager (PM) then documents the decisions in the *Decision Log*.
Issues can generate new change requests and therefore the next steps may follow the project change management process.

Step 3: Actions Implementation:

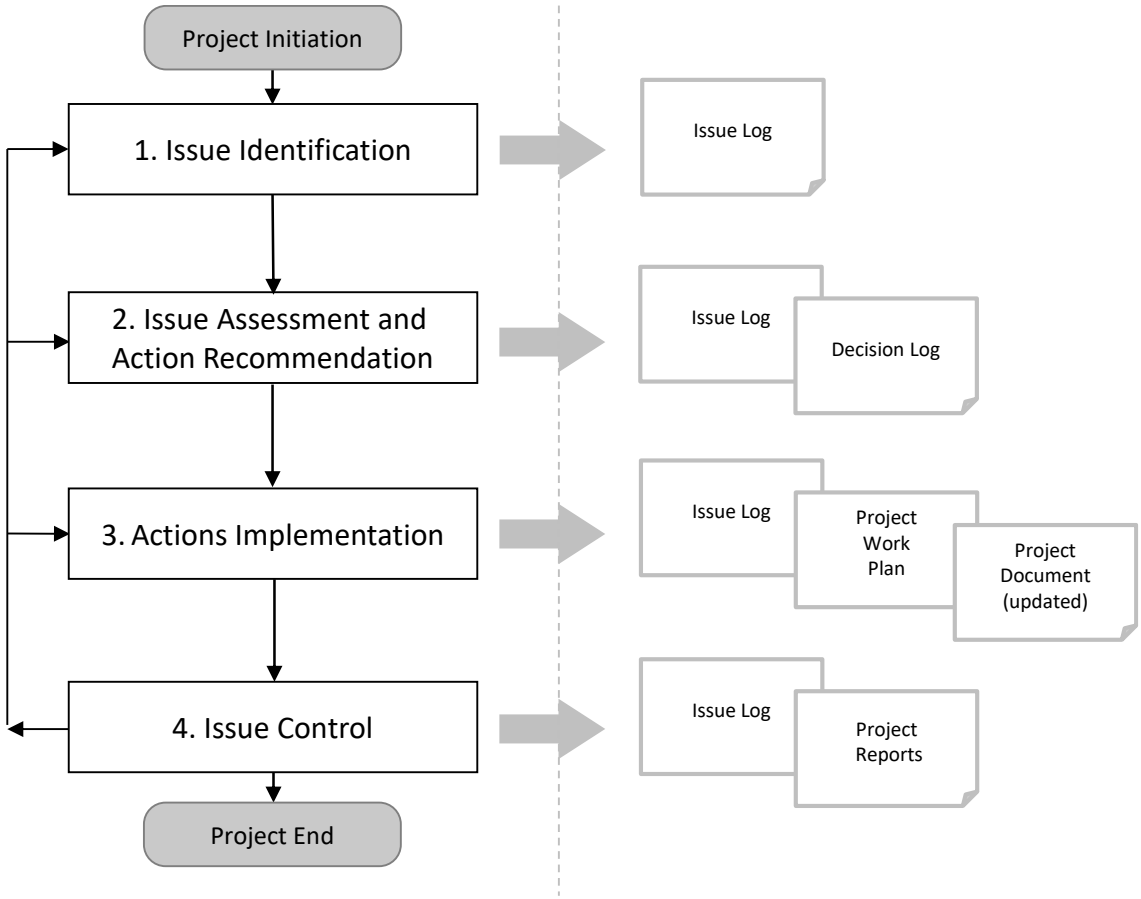
After issues are evaluated and the remediation actions approved, the Project Manager (PM) will incorporate these actions into the *Project Work Plan* and update project related documentation such as project plans and logs (e.g. *Decision Log, Resource Plan*, *Change* Log, and *Communications Management Plan*, if applicable).

Step 4: Issue Control:

The purpose of this step is to monitor and control the issues identified during the project, to be able to easily communicate them to the several project decision layers, for remediation action approval or status updates.

Project Follow-up meetings will be performed weekly and used to revise the status of issues and related actions, and to identify new issues. The Project Manager (PM) is responsible for updating the *Issue Log*, which can include adding new issues, updating issue status, updating remediation action details, modifying urgency, impact, and/or size levels based on changes in project environment, etc.

Additionally, the Project Manager (PM) will report periodically (monthly) the status of the major issues identified for the project to the Project Steering Committee (PSC) and, when adequate, to other project stakeholders (as per the project *Communications Management Plan*).



<If you tailor the process, make sure you recreate the above process diagram>

3.1. Issue Management Roles and Responsibilities

The main roles and responsibilities for the issue management process are:

- **Project Steering Committee (PSC)**: is consulted for the approval of the remediation actions and monthly informed of the status of issues. It can re-assess issues and modify urgency, impact, or size, identify new issues, refine remediation action approach and escalate issues to other stakeholders.
- **Project Owner (PO)**: is accountable for all the identified issues and has the responsibility of approving or rejecting the remediation actions related to the major issues, or escalated them according to the escalation procedure.
- **Business Manager (BM)**: is consulted for the assessment of issues and to validate the recommended action steps, urgency, impact, size/effort and time estimation. The Business Manager (BM)is also responsible for identifying and evaluating the business related issues and then for communicating these issues to the Project Manager (PM).
- **Solution Provider (SP)**: is informed of the issues and of the planned remediation actions for the project. The solution Provider is also consulted for the approval of the recommended action steps, urgency, impact, size/effort and time estimation, from a provider perspective (at the Project Steering Committee).
- **Project Manager (PM)**: is responsible for managing, monitoring, controlling and reporting issues and consolidating and documenting them in the *Issue Log*. The PM assigns issues remediation tasks to Project Core Team (PCT) members or to other project stakeholders. The person

assigned to the issue will work on it, respective of the given priority and report when the issue can be closed.

- **Project Core Team (PCT)**: is consulted for the issue management activities and identifies, assesses and solves issues throughout the project lifecycle.
- **Business Implementation Group (BIG)**: can identify new issues and is consulted for the assessment of issues and to validate the recommended action steps, urgency, impact, size/effort and time estimation, when appropriate.
- **Other Stakeholders**: *<Please add other stakeholders if relevant.>*

The following RASCI table defines the responsibilities of those involved in issue management:

RAM (RASCI)	**AGB***	**PSC**	**PO**	**BM**	**UR**	**SP**	**PM**	**PCT**
Issue Management Plan	I	I	**A**	C	C	I	**R**	C
Manage Issues & Decisions	I	I	**A**	**S**	C	I	**R**	C

****AGB**: Appropriate Governance Body. (e.g. for IT projects, this is the IT Steering Committee).*

The contact details of each of the above stakeholders are documented in the *Project Stakeholder Matrix*.

4. TOOLS AND TECHNIQUES

The following techniques will be used for issue management:

- Ishikawa diagram;
- Pareto diagram;
- ….

<Please customize the above list as per your project or/and organization needs.>

The following tools will be used for issue management:

- Issue Log
- Decision Log
- …

<Please customize the above list as per your project or/and organization needs.>

Issue Log

The *Issue Log* for the project is using PM^2 *Issue Log* template and no changes have been done to the structure, fields or values, as following:

Issue Identification and Description	
ID	The issue identifier. It should be numbered sequentially.
Category	Categories of issues related to the area affected by the issue (e.g. Business, IT, People & Organisation, External and Legal).
Issue Name	Short name for (describing) the issue.
Issue Description & Details	A description of the issue and consequences of doing nothing.

Status	The issue status can be any of the following: **Open:** the issue has been identified but no decision yet on how to resolve it. **Postponed:** this status is set for postponing the issue due to other priorities. **Resolved:** this status indicates that all necessary actions are completed and the issue is resolved.
Identified By	The name of the person who identifies the issue.
Identification Date	The date that the issue has been raised.
Issue Assessment and Action Description	
Action Details (effort & responsible)	Description of the recommended action, steps, deliverables, timescale, resources and effort involved.
Urgency	A numeric value denoting the urgency of the issue. The possible values are: **5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low**
Impact	A numeric value denoting the severity / impact of the issue. The possible values are: **5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low**
Size	Issue size represents the effort/cost related to the issue resolution. The possible values are: **5=Very high, 4=High, 3=Medium, 2=Low, 1=Very low**
Target Date	The date that the issue is expected to be resolved.
Issue Owner	The person accountable for the effective issue resolution.
Escalation	To be escalated to the Directing or Steering Layers: **Yes** or **No**.
Traceability/Comments	The ID(s) of the task (in the Project Work Plan) implementing the issue actions, or/and the IDs of related change, risk or decisions log entries. Any additional information related to the issue actions (e.g. activities, approvals).

The location of this artefact is found in the Appendix 1.

Decision Log

The *Decision Log* for the project is using PM^2 *Decision Log* template and no changes have been done to the structure, fields or values, as following:

Decision Identification	
ID	The decision identifier. It should be numbered sequentially.
Identified by (Initiator)	The name of the person who identifies the need of the decision.
Traceability/Comments	The IDs of related change, risk or issues log entries. Any additional
Category	Categories of decisions related to the area affected by the decision (e.g. Business, IT, People & Organisation, External and Legal).
Decision Name	Short name for (describing) the decision.
Decision Description	A description of the decision details and impact, if applicable.
Persons present during decision	Decision taken during a meeting, or by responsible persons.
Ownership	

Decision Owner	The person accountable for the decision.
Decision Date	Date when the decision was taken
Escalation	To be escalated to the Directing or Steering Layers: **Yes** or **No**.
Decision Implementation	
Date of decision application	As from when is this decision applicable.
Decision communicated to:	Group, teams, audience to whom the decision should be communicated.

The location of this artefact is found in the Appendix 1.

5. Issue Identification Activities

<Customise the approach, tools and techniques that will be used to identify, assess and recommend actions to resolve issues for this project. Indicate the person who will approve issues related actions.>

This section describes the main tasks involved in detecting and recording the issues, for analysing the nature and extends of the issue, and for implementing of the appropriate corrective actions.

Issues will be identified by any project stakeholder and will be then documented in the *Issue Log*.

<Only issues that cannot be solved easily and require a management action should be registered in the Issue Log.>

Notes:

- Any project activities (e.g. small meeting actions) which do not appear in the Project Work Plan should be logged, assigned and tracked by using the *Issue Log*.
- Any risk that is triggered requiring action creates an issue that needs to be dealt with (and should be logged, assessed, assigned and tracked by using the *Issue Log*.)
- Issues of significant size may sometimes lead to project change. Therefore issues are often linked to project change items (logged, assessed, assigned and tracked by using the *Change Log*.)

6. Issue Assessment and Action Recommendation Activities

The Project Manager (PM) assigns the detailed analysis of the issue to a project stakeholder. This person will assess the issue and identify its root cause. Also, it will recommend a solution and detail the necessary steps, effort and resources involved. This information will be documented in the *Issue Log*.

<Please customize the above list as per your project or/and organization needs.>

The methods that will be used to analyse and for solving an issue are:

- "Ishikawa" (fishbone) diagram:
  - Describe the issue or symptoms;
  - Identify potential causes and categorize them;
  - Look at detailed explanations for each cause;
  - Look again at the reasons behind the explanation. This will help in arriving at the root cause of the issue;
  - Create an action plan to resolve this.
- Pareto diagram:
  - Categorise issues according to the frequency with which they occur;
  - Focus on the issues with high frequency at first.

<Please customize the above list as per your project or/and organization needs.>

Issues that originate project changes will follow the project change management process.

6.1. Escalation

<Please customise / document any deviations to the escalation process described in the Project Handbook, if specific to issue management process, or reference to the Project Handbook.>

The issue escalation workflow for this project is as following:

- Only issues remediation actions with Very Low and Low Size and Impact can be approved at the Managing Layer (Business Manager (BM) and Project Manager (PM) approval);
- Other actions (with Medium, High and very High Size or 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.
- Major Issues (High and very High Size or Impact) are reported yearly in the *Project Progress Report*, to be reviewed and approved by the MAP/CPO/ISPMB.

6.2. Decision

Issues are tracked together with the key decisions. These decisions (at Managing, Directing, or Steering Layer) will be documented in the *Decision Log*, which refers the related issues, risks or changes, describes the decision details, identifies the person/group accountable for the decision and to whom the decision should be communicated.

<Please customize the above description as per your project or/and organization needs.>

7. Action Implementation Activities

The activities related to the implementation of remediation actions and their status will be documented in:

- Project Work Plan;
- …

<Please reference to the Project Work Plan or to other documents where the implementation of the remediation actions can be monitored and controlled.>

8. Issue Control Activities

New or open issues will be raised / followed-up weekly at Project Follow-up Meetings and assigned to a responsible party. The Project Manager (PM) will then update the *Issue Log* with the results of the analysis / review.

<As a general rule, issues cannot be eliminated without an assessment that the issue is no longer occurring. The Project Manager must assess that a closed issue is indeed no longer an issue. If not, the issue can be re-opened.>

If an issue is considered closed and validated by the Project Manager (PM), the person responsible for the resolution will update the Lessons Learned for the project.

For the Medium, High and Very High Size changes, the Project Manager (PM) will monthly report their status to the Project Steering Committee (PSC) and, when adequate, to other project stakeholders (as per the *Communications Management Plan*), e.g. to the Corporate Governance Bodies (yearly *Project Progress Report*). *<When an issue is reported it is important to be as informative in the description of the issue as possible.>*

9. 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 conflict resolution and escalations procedures. The location of this artefact is found in the Appendix 1.

Communications Management Plan

The *Communications Management Plan* helps to ensure that all project stakeholders have the information they need to perform their roles throughout the project. It defines and documents the communication items content, format, frequency, the audience and expected results. The location of this artefact is found in the Appendix 1.

Risk Management

The *Risk Management Plan* documents how risks will be identified, who owns this responsibility and how often the risks need to be revisited. It also defines the risk-monitoring approach and determines to whom risks will be escalated. The location of this artefact is found in the Appendix 1.

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* 04.Project_Handbook.XYZ.11-11-2013.V.1.0.docx	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	05.Risk_Management_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
3	09.Communications_Management_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
4	24.Issue_Log.XYZ.11-11-2013.V.1.0.xlsx	*<Insert project artefact location.>*
5	25.Decision_Log.XYZ.11-11-2013.V.1.0.xlsx	*<Insert project artefact location.>*
6	Project folder	*<Insert project folder location.>*
7	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

DG [Name]
Unit [Name]

Quality Management Plan

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Quality Management Plan
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner (PO):	<Project Owner (PO)>
Project Manager (PM):	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Limited, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recolored to black in the final version.

TABLE OF CONTENTS

1. INTRODUCTION

The version 2.5 of PM² guide introduces a light Quality Management section in the Project Handbook. However the usage of this *Quality Management Plan* template is advised in case of complex or risky projects where quality activities are of special importance for the project.
The objectives of this document are:

- To outline the quality strategy, approach and process to be used for the project;
- To identify the roles and responsibilities related to project quality management;
- To identify the major project management artefacts and deliverables;
- To define the quality assurance and control activities and to plan them throughout the project;
- To support the agreement on project quality requirements and metrics, and the method to evaluate them;
- To specify the methodology, standards, tools and techniques used to support quality management.

Note that in the PM² Guide, the *Quality Management Plan* is mainly described as a part of the *Project Handbook*. However the Project Manager (PM) can decide, given the size or complexity of the project, to use a separate document to capture the quality attributes for the project and in this case we propose to use this template.

2. QUALITY MANAGEMENT OBJECTIVES

Project quality management aims to ensure that the current project will meet the expected results in the most efficient way and that deliverables will be accepted by the relevant stakeholders. It involves overseeing all activities needed to maintain a desired level of excellence. This includes creating and implementing quality planning and assurance, as well as quality control and quality improvement.

This project will follow the PM² quality management process that comprises the activities related to the identification, planning, execution, and monitoring & control of project quality related activities.

The main project quality objectives are:

- The project's quality characteristics are defined, agreed and achieved throughout the project;
- Quality assurance activities are performed as planned;
- Any non-conformity (or opportunity for quality improvements) is identified and implemented;
- Deliverables are accepted by the relevant stakeholders based on the defined quality/acceptance criteria.

<Please customise the above quality objectives as per your project or/and organization needs.>

3. QUALITY MANAGEMENT PROCESS

<Please tailor the quality management process if necessary (complete description or delete activities that are not applicable to the project.>

The project quality management process comprises all activities (related both to processes and deliverables) that will increase the ability to meet the project expected results identified in the Project Charter.

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

- Define (Project) Quality Characteristics;
- Perform Quality Assurance;
- Perform Quality Control;

- Perform Deliverables Acceptance; and
- Perform Final (Project) Acceptance.

Step 1: Define Quality Characteristics

The purpose of this step is to identify the objectives, approach, requirements, activities and responsibilities of the project's quality management process and how it will be implemented throughout the project. These are documented in this plan based on the project objectives, approach, deliverables, expected benefits and resources available (as defined in the *Business Case*, *Project Charter*, *Project Handbook*, *Project Work Plan*, and other relevant plans).

The *Quality Management Plan* includes the description of the:

- Quality objectives, approach and requirements;
- Quality standards, guidelines, tools and techniques, e.g. the Quality Review Checklist and the Deliverables Acceptance Checklist;
- Quality assurance activities and related responsibilities, e.g. Project Review Meetings, monthly activities reports and audits to contractors' quality assurance activities, among others;
- Quality control activities for continuous improvement, e.g. project management artefacts review and quality plans reviews;
- Configuration procedure related to project artefacts and deliverables.

Any quality activities related to project management artefacts are documented in the *Quality Management Plan*, while quality assurance and control activities related to project deliverables are documented in the Deliverables Acceptance Plan. *<In the case where no formal Deliverables Acceptance Plan exists, then the Deliverables Acceptance activities can be described in the Quality Management Plan (or in the Project Handbook)>*

The techniques that will be used for quality planning are the following ones:

- Cost-benefit analysis;
- Cost of Quality (CoQ);
- Benchmarking;
- Statistical sampling;
- Quality Requirements Prioritisation (MoSCoW – Must have, Should have, Could have, or Won't have).
- +++

<Please customise the above list as per your project or/and organization needs.>

Considering requestor requirements, the Project Manager (PM) determines the balance between cost/time/risk and quality of deliverables based on a cost-benefit analysis, and defines the quality assurance and control activities. For these activities, quality metrics should also be defined along with acceptance tolerances.

The *Quality Review Checklist,* the *Phase-exit Review Checklist* and the *Deliverables Acceptance Checklist* are the tools that will be used to validate compliance with this plan. The above checklists should be defined and created during the planning phase *<Customise the PM² templates>*.

Additionally to these above checklists, the following tool will be used: *<please add additional tools to be used for project quality planning and control as per your project or/and organization needs.>*

Step 2: Perform Quality Assurance

The purpose of this step is to verify the performance and compliance of project (and project management) activities with the defined quality requirements. The quality assurance activities are

defined based on the overall project management approach (described in the *Project Handbook)* and are part of the *Project Work Plan*.

Quality assurance will be performed by evaluating the design of project controls, by confirming that they are implemented, and by assessing their operational effectiveness. These activities will consider the project quality objectives along with the project risks. Quality assurance activities will be performed:

- Internally: by a Project Quality Assurance (PQA) person, and by the project organization (PCT, BM, SP); and
- Externally: e.g. outsourcing audits to external entities when necessary.

The results of the quality assurance activities will be documented in the relevant quality and status reports or/and in relevant project logs. *<Please mention the artefacts where the quality assurance results will be documented as per your project or/and organization needs.>*

Step 3: Perform Quality Control

The purpose of this step is to monitor and consolidate results from the quality assurance activities in order to assess compliance and performance, recommend necessary changes, and plan new or refine existing quality assurance activities. Quality monitoring & controlling is performed throughout the project by the Project Manager (PM).

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.

When controlling and verifying the adequacy of project quality management, the Project Manager (PM) will consider all events that may influence adversely or favourably the achievement of project objectives and refine the *Quality Management Plan* accordingly. Moreover, the Project Manager (PM) will determine the effectiveness of project processes, look for potential improvements in processes efficiencies, analyse measurement results and their effectiveness, and develop *Quality Review Reports* with the consolidation of the results and recommendations.

The results of the quality assurance activities will be used for improving the quality of project activities and so they may generate change requests for corrective or preventive actions, or updates in project documentation, e.g. in *Project Work Plan*.

After the identification of all non-conformities or opportunities to improve, the Project Manager (PM) will elaborate/validate recommendations and establish action plans, consulting the relevant stakeholders.

Actions may result in change requests, identification of new risks and issues, re-scheduling activities or adding new activities to the *Project Work Plan*. It can also identify training and resources needs, additional quality assurance activities, among others. These actions will identify which project documentation should be updated and the ID of the action from the related documents (project logs or *Project Work Plan*). All these actions will be incorporated (at least the most effort/cost consuming ones) into the *Project Work Plan*, in order to have a consolidated view of all project related activities.

Furthermore, this step also comprises the review and validation of each project work package (defined in the *Project Work Plan*). If results are compliant with project quality requirements, the Project Manager (PM) will obtain approval on the outputs produced in each phase-gate, based on the defined criteria. The *Phase-Exit Review Checklist* is used to support each phase-gate review. Additionally, formal

go/no-go decisions for each milestone or phase will be agreed on and accepted by the Project Owner (PO) *<or Project Steering Committee (PSC)>*, based on the success criteria.

All changes to the *Quality Management Plan* and *Deliverables Acceptance Plan* will be agreed by the relevant stakeholders and approved by the Project Steering Committee (PSC).

Step 4: Perform Deliverables Acceptance

The purpose of this step is to obtain formal approval from the Project Owner (PO) for each project deliverable. It comprises the verification if deliverables meet the predefined objectives and set of criteria defined in the *Deliverables Acceptance Plan*, so that the Project Owner (PO) can formally accept them, in the Deliverables Acceptance Note.

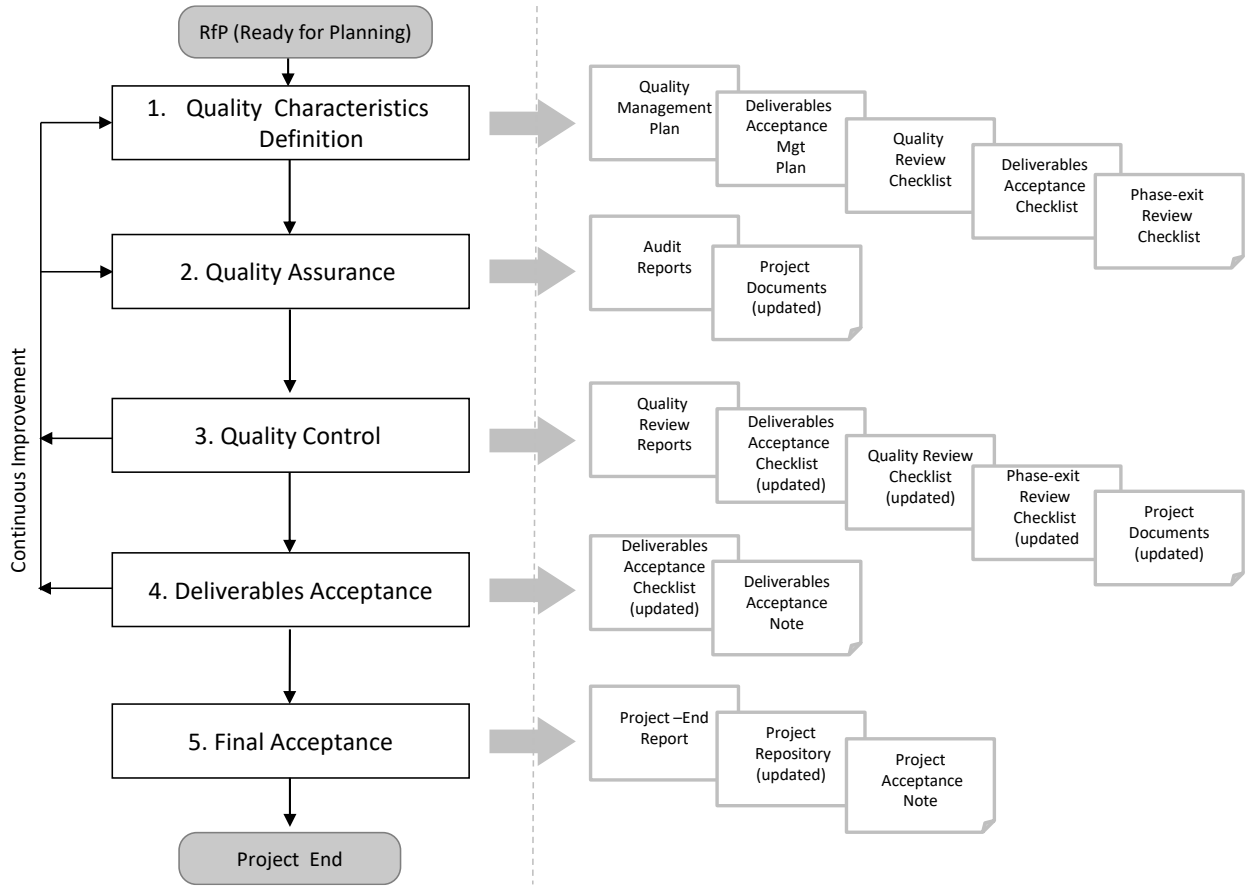
The *Deliverables Acceptance Checklist* supports the monitoring of the status of all activities that are pre-condition to the delivery of project outputs to the Project Owner (PO) and the formal acceptance from him/her. Project deliverables are accepted if the acceptance activities (as described in *the Deliverables Acceptance 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.

Step 5: Perform Final Acceptance

The purpose of this step is to manage the final acceptance of project deliverables and to perform the administrative closure of the project. The final acceptance is obtained from the Project Owner (PO), through a formal Project Acceptance Note.

Before to the formal project sign-off, the Project Manager (PM) should report on project performance in the Project-End Review Meeting and develop the *Project-End Report*. This report should summarize project performance throughout project lifecycle and describe the main risks, issues, constraints, opportunities and lessons learned identified along the project. It can also identify stakeholders' satisfaction level based on questionnaires or other type of feedback. The pitfalls, best practices and solutions implemented should be maintained in a project repository, accessible for future projects.

The administrative closure of the project includes updating, reviewing, organising and archiving all project documentation and records, with the help of the Project Support Office (PSO). It also comprises the release of project resources, the final project acceptance and the communication of project end to the relevant stakeholders. The *Phase-exit Review Checklist* will be used to validate the completion of project activities.



<If you tailor the process, make sure you recreate the above process diagram>

3.1. Quality Management Roles and Responsibilities

The following RASCI table defines the responsibilities of those involved in quality management:

RAM (RASCI)	**AGB***	**PSC**	**PO**	**BM**	**UR**	**SP**	**PM**	**PCT**
Quality Management Plan	I	**A**	C	C	C	C	**R**	C
Deliverables Acceptance Mgt Plan	I	**A**	C	**S**	I	C	**R**	C
Perform Quality Assurance	I	I	I	**S**	C	I	**A**	**R**
Perform Quality Control	I	I	I	C	C	**A**	**R**	C
Perform Deliverables Acceptance	I	I	A	**S**	C	I	**R**	C
Perform Final Acceptance	I	**A**	C	C	I	C	**R**	I

**AGB: Appropriate Governance Body. (e.g. for IT projects, this is the IT Steering Committee).*

The contact details of each of the above stakeholders are documented in the *Project Stakeholder Matrix*.

Project quality approach and criteria are agreed by the Project Steering Committee (PSC).

The Project Manager (PM) is ultimately answerable for the correct and full completion of the quality assurance activities. Moreover, the Project Manager (PM), supported by the Business Manager (BM), is

accountable for scheduling the acceptance activities and ensuring that they are performed according to the plan.

The Project Manager (PM) is also responsible for performing quality control throughout the project under the supervision of the Solution Provider (SP).

The Project Owner (PO) is accountable for deliverables and project acceptance and for ensuring the availability of resources (including people) and guidelines for acceptance testing.

4. TOOLS AND TECHNIQUES

The following techniques will be used for project quality management:

- Audits;
- Walkthroughs;
- Benchmarking;
- Questionnaires;
- Peer reviews;
- Acceptance testing;
- Project Review Meetings;
- …

<Please customise the above list as per your project or/and organization needs.>

The following tools will be used for project quality management:

- PM² Quality Management Plan;
- PM² Deliverables Acceptance Plan;
- PM² Quality Review Checklist;
- PM² Deliverables Acceptance Checklist;
- PM² Phase-exit Review Checklist;
- PM² Quality Review Report;
- PM² Project-End Report;
- Deliverables Acceptance Note;
- Project Acceptance Note;
- Configuration registry;
- IBM Rational Quality Manager;
- IBM Rational Functional Tester;
- IBM Rational Requirements Composer;
- IBM Rational Team Concert;
- CITnet;
- …

<Please customise the above list as per your project or/and organization needs.>

5. QUALITY ASSURANCE ACTIVITIES

The Project Manager (PM) is the overall responsible of the quality assurance activities within the project. The Project Manager (PM) is also responsible for scheduling and initiating all formal reviews.

The quality assurance activities will be performed by the Project Core Team (PCT), by the Project Manager (PM), by the Project Quality Assurance (PQA) team/person and by *<identify other organizations involved as, e.g., external entities.>*.

The quality assurance activities include the following:

- Artefact reviews and approvals *(i.e. the fact that the content of an artefact (project management deliverable) should be reviewed before it's considered finalised and sent for formal or informal approval/validation>.*
- Timesheets set-up; *<i.e. the fact that timesheets are required (e.g. in email, xls, or IT platform)>.*
- Timesheets reviewed; *<i.e. the fact that someone will review the accuracy of timesheet reported>.*
- Monthly activities reports *<summarising the major tasks undertaken and showing the number of days worked, during the previous calendar month)>.*
- Project Follow-up Meetings;
- Project Review Meetings;
- Project Steering Committee meetings;
- Milestone reviews;
- Phase-exit reviews;
- Project acceptance review;
- Project and process audits;
- Deliverables acceptance testing;
- Audits to contractors' project quality activities;
- Stakeholders' satisfaction questionnaires;
- Security certification & accreditation audits.

<Please customise the quality assurance activities if necessary (add new or delete existent activities that are not applicable to the project.>

The project quality assurance activities are detailed and scheduled in the Project Work Plan.

6. METRICS

This section includes the quality criteria to be collected and reported during the project, for project artefacts (i.e. project management outputs). Note that the criteria related to project deliverables acceptance are detailed in the *Deliverables Acceptance Plan*. *<In the case where no formal Deliverables Acceptance Plan exists, then the criteria related to deliverables acceptance should be described in the Quality Management Plan>*

Criterion Name	Frequency	Tolerance
Artefacts review (per project phase)	Once	No tolerance.
Monthly timesheets reviewed and approved	Monthly	No tolerance.
Status reports distributed	Monthly	One moth (i.e. every two months).
Project Review Meetings performed	Weekly	One week. Holiday's period, each three weeks.
Project Steering Committee meetings performed	Monthly	One moth (i.e. every two months).
Milestone reviews executed	Per milestone	No tolerance.
Phase-exit reviews executed	Per phase-exit	No tolerance.
Project and process audits performed	Yearly or once during	No tolerance.

	the project	
Audits to contractors' project quality activities performed	Yearly or once during the project	No tolerance.
Stakeholders' satisfaction questionnaires sent, received and analysed	Yearly or once during the project	No tolerance.

<Please customise the above Frequencies and Tolerances as per your project or/and organization needs.>

7. QUALITY CONTROL

7.1. Quality Reviews

<All project plans and processes or activities described within these plans should be reviewed. The results of these reviews along with outputs of quality assurance (e.g. Audit Reports) should be analysed and recommendation and remediation/improvement actions should be defined in the Quality Review Report.>

Project quality reviews will be performed every *<define the frequency of this activity>* in order to verify that all project plans and processes defined in the Project Handbook have been created and are executed as planned.

A *Quality Review Checklist* will be used to assess the project's compliance with the planned activities (and related outputs) in domains such as scope, time, cost, quality, project organization, communications, risks, contracts, and client satisfaction.

Note that some of the approved (by the Project Owner (PO)), remediation or/and improvement actions may also generate *Change Requests* and updates in project documents and plans.

The findings, recommendations and remediation/improvement actions will be consolidated in the *Quality Review Report*, registered as issues in the *Issue Log* and reported to *<provide the distribution list of this report>* as per the *Communications Management Plan*.

Every time the Quality Control step is executed, the effectiveness of previous cycle recommendations and remediation/improvement actions should be assessed.

7.2. Deliverables Reviews

The deliverables reviews will be performed *<define the frequency of this activity>* based on the *Deliverables Acceptance Plan* and *Deliverables Acceptance Checklist*. *<Provide links to the Deliverables Acceptance Plan and Deliverables Acceptance Checklist. If these plans do not exist, please summarize the relevant acceptance activities in this section.>*

The findings, recommendations and remediation/improvement actions will be consolidated in the *Quality Review Report* and reported to *<refer the distribution list of this report>* as per the *Communications Management Plan*.

7.3. Other Quality Control Activities

<Please describe other activities in the scope of the project quality control.>

8. QUALITY RECORDS

The quality records (evidence that quality management activities have been performed) are archived in the project repository, under the "Monitor & Control" folder. The different versions of the project artefacts (created at each artefact update) will provide evidence of the performance of these activities.

9. CONFIGURATION MANAGEMENT

<The purpose of the project configuration management process is to help project stakeholders to manage project artefacts and deliverables effectively and to provide a single reliable reference to them, ensuring that the correct versions are delivered to the project requestor / client. Additionally, it helps the Project Manager (PM) to identify the latest state of project artefacts and be able to gather all sources, documents, and other information for the project, prevent unauthorised changes, guarantee artefacts traceability, e.g. audit purposes, and return to previous versions (fall-back procedure).

Projects can follow configuration management procedures which already exist in each DG/Unit or use the guidelines provided below by the PM² methodology.>

The project configuration management procedure comprises the identification of project configuration items (CIs), their attributes and status codes, the establishment of baselines, the definition of roles and responsibilities for authorised changes to CIs, and the maintenance and control of a project repository.

The project configuration management covers:

- Definition of project CIs;
- File and email naming convention;
- Versioning and tracking of project documents;
- Control of the release of project artefacts and deliverables and changes to them;
- Periodic reviews to CIs records, to see if the configuration procedure is being undertaken and if records match the actual status;
- Storage and archiving of project management artefacts, including folder structure and naming conventions;
- Security of the CIs, i.e., CIs access management, CIs copies / backups, fall-back procedures and retention period.

The periodic review of CI records will verify if all CIs are correctly identified, related changes are registered, approved, tracked and correctly implemented. For this purpose a configuration registry will be used. The fields of the configuration registry are:

- Project identifier;
- Item identifier;
- Description;
- Status;
- Date of last status change;
- Version;
- Type;
- Item attributes;
- Owner;
- Reference to location;
- Details of the relationship between items;
- History of changes to CI (this information can be referenced to the Change Log).

The location of the configuration registry is found in the Appendix 1.

<Create your project configuration registry (PM² does not provide a template) and customise the above list as per your project needs.>

<Previous versions of the CIs should be kept in the project folder. The configuration management procedure should indicate which records should be kept and for what period.>

PM² project management files naming convention

This project follows PM² methodology and uses the following naming convention:

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

<Example: 04.Project_Handbook.XYZ.11-11-2013.V1.0.docx>

Explanations:

- XX (two numerical characters) is the number of the document according to all PM² templates. Other documents not included in the PM² templates can be named by following the numerical sequence of documents. This number is unique within project artefacts;
- vx.x is referring to the version of the document. If it begins with a "0.x" it means that the document hasn't yet been approved; minor changes can be reflected in the decimal (revisions number) and major changes (formal reviews) in the number.

When creating a project document, the Project Manager (PM) will include:

- The title of the document;
- The document type (e.g. plan, check list, log, guide, template, study, report);
- The version number;
- The issue date;
- The document control information, document approver(s) and reviewers and document history and location;
- The confidentiality classification of the document. Confidentiality classification of documents follows EC standards.

<PM² templates and tools are available in the following link:
http://www.cc.cec/wikis/pages/viewpage.action?pageId=57511075>

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

<Example: [WebCom][Follow-up Meeting][Agenda] [for Review] …>

Versioning and release of artefacts and deliverables

This project uses the following tools for managing the versioning and release of deliverables:

- …

<Indicate the tools that will be used for managing deliverables versions and releases.>

The location of the last versions of project artefacts and deliverables is referred in the configuration registry.

Storage and archiving of project management artefacts and deliverables

The Secretariat General is responsible for the Commission's internal policy with regard to records management and archives, and projects should follow these procedures. Each Director-General or Head of Department has a Document Management Officer (DMO) who is responsible to implement a document and records management system.

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

<The Project Owner (PO) and the Solution Provider should agree on the configuration management scope and determine the procedures to be applied to change, approval, maintenance (including retention periods) and archive of the project CIs. It is recommended to agree on security procedures that include access to project files, copies of project data, archive location to guarantee continuity, storage devices to be used, retention periods and sanitization of data (when data is no more needed). These procedures should be mentioned in this section or referenced to other documents.

In case of projects following RUP@EC methodology for software development, Project Manager (PM)s should develop a specific Configuration Management Plan (Physical Configuration Audit of the IS). In this case, PM² Quality management Plan should reference to RUP@EC plan.>

10. 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 referred in the Appendix 1.

Communications Management Plan

The *Communications Management Plan* helps to ensure that all project stakeholders have the information they need to perform their roles throughout the project. It defines and documents the communication items content, format, frequency, the audience and expected results. The location of this artefact is referred in the Appendix 1.

Deliverables Acceptance Plan

The management of project deliverables (responsibilities, activities and the criteria for the deliverables acceptance) is described in the *Deliverables Acceptance Plan*. The location of this artefact is found in the Appendix 1.

Resources 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 quality assurance and deliverables 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 the Appendix 1.

Issue Management

The management of issues is described in the *Issues Management Plan*. This artefact defines how issues are identified, evaluated, and assigned for resolution. Issue management supports the resolution of issues before deliverables / project acceptance. The location of this artefact is found in the Appendix 1.

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* 04.Project_Handbook.XYZ.11-11-2013.V.1.0.docx	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	06.Issue_Management_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
3	09.Communications_Management_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
4	10.Deliverables_Acceptance_Mgt_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
5	13.Resource_Plan.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
6	28.Quality_Review_Checklist.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
7	27.Phase_Exit_Review_Checklist.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
8	29.Deliverables_Acceptance_Checklist.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
9	XX.Deliverables_Acceptance_Note.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
10	XX.Project_Acceptance_Note.XYZ.11-11-2013.V.1.0.docx	*<Insert project artefact location.>*
11	Project folder	*<Insert project folder location.>*
12	configuration registry	*<Insert project artefact location.>*
13	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

DG [Name]
Unit [Name]

Communications Management Plan

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Communications Management Plan
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner (PO):	<Project Owner (PO)>
Project Manager (PM):	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Limited, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recolored to black in the final version.

TABLE OF CONTENTS

1. INTRODUCTION

The Communications Management Plan helps to ensure that all project stakeholders have the information they need to perform their roles throughout the project. Planning and executing project communication activities is essential for project success.

The Communications Management Plan determines how to communicate most efficiently and effectively to the various stakeholders. It defines and documents the communication items content, format, frequency, the audience and expected results. It also defines how to communicate project status and the assignment of activities to the various stakeholders, and the communication strategy for each stakeholder, based on their interests, expectations and influence in the project.

2. COMMUNICATIONS OBJECTIVES

Proactive communication is important on all projects. Communication needs to be:

- **Adequate**: in the right format and right content;
- **Specific**: for the targeted audience;
- **Sufficient**: providing all the necessary information;
- **Concise**: brief, avoiding repetition and non-important information;
- **Timely**: addressing points at the right time.

Communication is also a vital way to manage project stakeholders' expectations such as:

- Following project progress and execution;
- Reporting on project quality;
- Assigning activities.

2.1. Inputs

When planning communication, one of the major inputs is the *Stakeholder Matrix*, in order to identify project stakeholders' groups. To determine what information needs to be communicated to each target group the following inputs should be used:

- *Project Charter*;
- *Project Handbook* and possible related management plans.
- *Project Work Plan*.

2.2. Media

The communication media that will be used for the project are:

- Email(s);
- Document(s) (Word, Powerpoint…);
- Phone call(s);
- Meeting(s);
- …

<Please customize the above list as per your project's or/and organization's needs.>

The communication media above contain, or are supported by:

- Minutes of Meeting (MoM);

- The Project Status Report;
- The Project Progress Report;
- The Quality Review Report;
- Contractor Status Report;
- Custom or Ad-Hoc Reports;
- Project Work Plan (updated estimates of effort and schedule);
- Project Logs;
- Project repository;
- …

<Please customize the above list as per your project's or/and organization's needs.>

3. PROJECT MEETINGS

<Please customize the information for the Kick-off Meeting as per your project's or/and organization's needs.>

MEETING	Planning Kick-off Meeting
Purpose	Official kick-off of the planning phase of the project. Through this meeting, the scope of the project as well as the project governance structure must be clear, the expectations of all the key project stakeholders and their roles & responsibilities must be set and all the relevant risks at the time must be identified.
Location	Defined by the Project Manager (PM) in time.
Frequency	Done once at project level. Date of the meeting to be defined.
Chairperson	Project Manager (PM)
Minutes by	To be defined by the Project Manager (PM).
Attendees	Project Owner (PO) Solution Provider (SP) Business Manager (BM)(s) Project Manager (PM) Project Manager Assistant (PMA)(s) (if applicable) Project Support Officer (if applicable) Project Quality Assurance (if applicable - optional) (Functional) Team Leader (optional) Local Information Security Officer (optional) Data Protection Coordinator (optional)
Agenda Items	• Introduce the agenda; • Introduce participants; • Outline the goals, expectations and activities of the Planning Phase, and discuss the planning timeline; • Introduce the project scope statement; • Invite the Project Owner (PO) to explain the importance of the project for the organisation and other beneficiaries; • Discuss the main elements of the Project Charter; • Discuss the governance structure, roles & responsibilities of the Project Core Team (PCT) and the Business Implementation Group (BIG);Discuss the overall project timeline; • Discuss the overall approach of the project; • Discuss the project plans needed for the project; • Discuss risks, constraints and assumptions; • Discuss or present any project supporting tools; • Allow time for any other business (questions & answers); • Summarise the discussion (decisions, actions, risk); • Communicate next steps.
Distribution list	All participants involved
Media	Meeting minutes written in MS- Word or by email.

<Please customize the information for the Kick-off Meeting as per your project's or/and organization's needs.>

MEETING	Executing Kick-off Meeting
Purpose	Official kick-off of the executing phase of the project. After this meeting, the Project Core Team (PCT) is aware of the scope of the project, the project governance structure, the roles & responsibilities of the team members as well as the project rules.
Location	Defined by the Project Manager (PM) in time.
Frequency	Done once at project level or for each major project phase. Date of the meeting to be defined.
Chairperson	Project Manager (PM)
Minutes by	To be defined by the Project Manager (PM).
Attendees	Project Owner (PO) (may be represented by the Business Manager) Business Manager (BM) Project Manager (PM) Project Core Team (PCT) Project Manager Assistant (PMA) (if applicable) Project Support Office (PSO) (if applicable) Other project roles or stakeholders (optional).
Agenda Items	• Introduce the agenda; • Introduce participants; • Present the Project Handbook and the Project Work Plan; • Present the Communications Management Plan; • Agree on the conflict resolution process and present the escalation procedure; • Present the Project Stakeholder Matrix; • Present the Risk Management, Issue Management and Project Change Management processes, and the Quality Assurance & Control activities; • Clarify the expectations for the Project Core Team (PCT); • Agree on the team's ground rules (communication via email, meetings, phone, meeting minutes to be produced, availability, etc.); • Allow time for any other business (questions & answers); • Summarise the discussion (decisions, actions, and risk).
Distribution list	All participants invited.
Media	Meeting minutes written in MS-Word or by email.

<Please customize the information for the Project Status Meeting as per your project's or/and organization's needs.>

MEETING	Project Status Meeting
Purpose	• Discuss Project status; • Discuss open actions and check progress; • Discuss new risks or/and issues and define action points • Discuss and resolve conflicts; • Discuss and review change requests and possibly approve/reject.
Location	Office of Project Manager (PM) (or meeting room to be defined in time).
Frequency	*<Frequency of the meeting (+ day of the week) to be defined herein>*
Chairperson	Project Manager (PM) (or delegated person if Project Manager (PM) cannot attend) or Project Manager Assistant (PMA)(s).
Minutes by	*<Note that sometimes minutes are not needed in case there is a document supporting the meeting. For instance, no need for meeting minutes if there is a Project Status Report and decisions are documented in the Decision Log.>*
Attendees	Project Owner (PO) Business Manager (BM) Project Manager (PM) (Functional) Team Leader (optional) Project Manager Assistant (PMA)(s) (If applicable - optional) Project Support Officer (optional) Project Quality Assurance (optional) Business Implementation Group (BIG) (If applicable - optional)

Agenda Items	Progress status review (presentation of periodic Project Status report);
	• Accomplishments (Current and Planned actions);
	• Actual work (m.d.) vs Planned (m.d.);
	• Milestones status;
	• Current deliverables status:
	  ○ Indicators;
	  ○ Existing change requests (current progress);
	  ○ New change requests (input from Project Steering Committee).
	• Next deliverables status:
	  ○ Existing change requests (Current progress);
	  ○ New change requests (input from Project Steering Committee).
	• Risks & Issues:
	  ○ Major risks, issues & actions monitoring.

Distribution list	All participants invited.
Media	• Project Status Report will be written in MS-Word document, and sent by e-mail; and/or • Meeting minutes written in e-mail.

<Please customize the information for the Project Core Team (PCT) Meeting as per your project's or/and organization's needs.>

MEETING	Project Core Team (PCT) Meeting
Purpose	• Obtain commitment on the execution tasks; • Review the accomplished work and estimate time to complete + schedule; • Review risk & issues; • *Assess new change requests.*
Location	Office of the (Functional) Team Leader (or meeting room to be defined in time).
Frequency	*<Frequency of the meeting (+ day of the week) to be defined herein>*
Chairperson	(Functional) Team Leader
Minutes by	Minutes will be made by the (Functional) Team Leader (or delegated person). *<Estimated Time to Completion / Schedule updated in Project Work Plan.* *Other plans / outputs will be updated when needed>*
Attendees	All Project Core Team (PCT) members working on the project under concern.
Agenda Items	Project status: • Current and next milestones; • Done; • To do; • Estimate Time to Completion review; • Plan reviews; • Indicators review. Process status: • Debriefing on quality assurance aspects. Risk & Issues: • Risks, issues & actions monitoring. Change management: • Assess new change requests.
Distribution list	(Functional) Team Leader Project Manager (PM) *<if it concerns a project with sub-projects, S/he will receive a set of meeting minutes coming from all the subsequent projects linked to the project.>* Project Core Team (PCT) members working on the project under concern
Media	• Updated project plans; • Estimate Time to Complete updated for every task in Project Work Plan; • Updated Change Log with assessment results; • Meeting minutes (if used): written in an email or MS-Word document.

<Please customize the information for the Project Review Meeting as per your project's or/and organization's needs.>

MEETING	Project Review Meeting
Purpose	• Management Review meeting; • Meeting discussing about project progress. • Topics to be discussed: major scope changes, next year's budget, major re-baselining of the Project Work Plan (PWP), confirming alignment to portfolio goals and objectives, and business strategies.
Location	No specific location. Defined by the (Functional) Team Leader in time.
Frequency	Quarterly (or more frequently, depending on project duration)
Chairperson	Project Manager (PM)
Minutes by	Project Support Officer (or delegated person)
Attendees	Project Manager (PM) Solution Provider (SP) (optional) (Functional) Team Leader Project Support Officer Project Manager Assistant (PMA)(s) (if applicable) Project Quality Assurance (optional)
Agenda Items	• Follow-up of mandatory documents; • Major milestones review; • Testing progress; • Risks (budget, resources, others), issues & actions monitoring; • Project Manager (PM) feedback; • Others: people / resources / contracts.
Distribution list	All participants invited
Media	• Project Progress Report • Meeting minutes in MS-Word, and sent by e-mail.

<Please customize the information for the Project Steering Committee Meeting as per your project's or/and organization's needs.>

MEETING	Project Steering Committee Meetings
Purpose	• Meeting with the sponsor(s) about the follow-up of the project; • This meeting has also to be held at the moment there are: ○ Contractual aspects to be discussed; ○ ○ Formal project approvals requested ○ Commitments made.
Location	No specific location. Defined by Project Owner (PO) in time.
Frequency	Monthly or at the moment there is an important project milestone reached, that needs approval(s) from Sponsor(s).
Chairperson	Project Owner (PO) Project Owner (PO) may delegate his responsibility to *<To be specified in this case.>*
Minutes by	Business Manager (BM) or to delegated person. *<To be specified in this case.>*
Attendees	Project Steering Committee (PSC): • Solution Provider (SP) • Project Owner (PO) • Business Manager (BM)(s) • Project Manager (PM) Project Support Officer (PSO) (optional) Project Quality Assurance (PQA) (optional) Contractor's Project Manager (CPM) (optional) Local Information Security Officer (LISO) (optional) Data Protection Coordinator (DPC) (optional)
Agenda Items	Project debriefing: • Accomplishments for this period; • Problems encountered and actions taken; • Major points meriting management attention; • Subjects to be realised until next milestone/meeting; • Evaluation of current status with respect to project scope, project budget, project finish date; • Formal approvals / Commitments / Contractual aspects.
Distribution list	All participants invited
Media	• Meeting minutes written in MS-Word, and sent by e-mail; • Decision log updated; • *<If other support used, they have to be specified here.>*

MEETING	Change Control Meeting
Purpose	• Discuss and prioritise change requests or client's inquiries • Discuss and prioritise maintenance requests • Prepare for decisions to be made by the Project Steering Committee (PSC) or the Change Control Board (CCB) or Change Advisory Board (CAB).
Location	Office of Project Manager (PM) (or meeting room to be defined in time)
Frequency	*<Frequency of the meeting (+ day of the week) to be defined herein>*
Chairperson	Project Manager (PM) (or delegated person if Project Manager (PM) cannot attend) or Assistant Project Manager (APM)(s) that are part of the Project.
Minutes by	*<Note that sometimes minutes are not needed in case there is a document (such as Change Log) that is supporting the meeting. For instance, no need for meeting minutes if there is a progress report.>*
Attendees	Business Manager (BM)(s) Project Manager (PM)(s) Project Manager Assistant (PMA)(s) (If applicable - optional) Project Support Officer (PSO) (optional) Project Quality Manager (PQA) (optional) Business Implementation Group (BIG) (optional)
Agenda	Change request status: **1- Progress update on open changes** Current deliverables status: **2- Existing change requests** (current progress) **3- New change requests** (commitment on prioritization, on budget, on milestones, …) Next deliverables status: **4- Existing change requests** (current progress) **5- New change requests** (commitment on prioritization, on budget, on milestones, …)
Distribution list	All participants invited
Media	• Meeting minutes written in MS-Word and sent by e-mail(s); • Change log to be updated.

<Please customize the information for the Project-End Review Meeting as per your project's or/and organization's needs.>

MEETING	Project-End Review Meeting
Purpose	The objectives for the Project-End Review meeting are: • Review the main project performance and achievements; • Discuss the overall project experience; • Discuss if the objectives have been reached and if not, why; • Discuss problems and challenges faced during project and the way they were addressed; • Discuss Lessons Learned and Best Practices that might be useful for future project.
Location	No specific location. Defined by the Project Manager (PM) in time.
Frequency	No frequency. The meeting is realized once.
Chairperson	Project Manager (PM)
Minutes by	To be defined by Project Manager (PM) in time.
Attendees	Solution Provider (SP) Project Owner (PO) Business Manager (BM)(s) Project Manager (PM) User Representatives (Functional) Team Leader Project Core Team (PCT) Project Support Officer (PSO) (if applicable) Project Quality Assurance (PQA) (if applicable) Project Manager Assistant (PMA)(s)
Agenda Items	• Remind the project performance and achievements; • Enumerate project relevant facts (budget & work history, milestones & timing history, technical & methodological approaches used); • Indicate the Lessons learned; • Business continuity plan (operational organisation, budgets & procedures)
Distribution list	All participants invited
Media	Project-End Review MoM, Project-End Report Word Document ; sent by e-mail.

<Please insert the information for any other meetings as per your project's or/and organization's needs.>

MEETING	
Purpose	
Location	
Frequency	
Chairperson	
Minutes by	
Attendees	
Agenda Items	
Distribution list	
Media	

4. Project Reports

Reports may be produced to show the status of the project or a particular work package or the collected required measures etc. This section should document how the reports will be distributed and the standard format for the project reports.

<Please customize the information for the following reports as per your project's or/and organization's needs.>

REPORT	Project Status Report
Purpose	The Project Status Report provides summary information regarding the overall project performance (rather than detailed task-level information). The report includes tracking information for the cost, schedule, scope/changes, risks, issues, and reports on the status of important milestones for the current reporting period and provides forecasts for future performing periods.
Frequency	The elaboration of this report will follow the frequency defined for the Project Follow-up Meeting.
Author	Project Manager (PM)
Distributed to	Refer to Distribution List specified in the Project Follow-up Meeting.
Media	Word Document
Reference to	*<Please reference to the document.>*

REPORT	Project Progress Report
Purpose	The Project Progress Report provides a high-level overview of the entire project and its actual status. The report includes a Project Overview (Project Stakeholders, Milestones and Deliverables, Project Plan, Budget and Costs) and further Project Details (Scope Changes, Major Risks/Issues and Actions Taken, Achievements). This report provides more detail than the Project Status Report.
Frequency	The elaboration of this report will follow the frequency defined for the Project Review Meeting.
Author	Project Manager (PM)
Distributed to	Refer to Distribution List specified in the Project Progress Review Meeting.
Media	Word Document
Reference to	*<Please reference to the document.>*

REPORT	Quality Review Report
Purpose	This report provides an overview of the status of all project quality management activities and presents the major quality assurance and control results, non-conformities, opportunities for improvement, recommendations and remediation/improvement actions and their impact and status.
Frequency	*<please define the frequency as per your project's or/and organization's needs.>*
Author	Project Manager (PM)
Distributed to	*<please define the distribution list as per your project's or/and organization's needs.>*
Media	Word Document
Reference to	*<Please reference to the document.>*

REPORT	Outsourcing (Contractor) Status Report

Purpose	The report presents the status for the current reporting period and provides forecasts for future performing periods, along with information on new risks, disputes, and issues. Project Manager (PM) (PM) should include summary/highlights of these reports in the Project Status Report.
Frequency	*<please define the frequency as per your project's or/and organization's needs.>*
Author	Contractor, represented by the Contractor's Project Manager (CPM)
Distributed to	*<please define the distribution list as per your project's or/and organization's needs.>*
Media	Word Document
Reference to	*<Please reference to the document.>*

REPORT	**Project-End Report**
Purpose	The Project-End Report summarises project experience. The evaluation of the major project parameters, best practices, lessons learned, pitfalls and solutions to problems are documented in this report.
Frequency	This report is realised once, during the Closing Phase.
Author	Project Manager (PM)
Distributed to	Refer to Distribution List specified in the definition of Project-End Review Meeting.
Media	Word Document
Reference to	*<Please reference to the document.>*

<Please insert the information for other reports as per your project's or/and organization's needs.>

REPORT	
Purpose	
Frequency	
Author	
Distributed to	
Media	
Reference to	

5. OTHER COMMUNICATIONS

<Complete one block of the following table for each type of other regular communication items>

Name of the communication	
Description	
Audience	
Frequency	
Media	

6. SUMMARY TABLE

<Please customize the information for the following communication items as per your project's or/and organization's needs.>

Item Name	Audience (summary)	Responsible person	Frequency	Media of Communication
Planning Kick-off Meeting	Project Owner (PO) Business Manager (BM) Solution Provider (SP) Project Manager (PM) Project Core Team (PCT) Business Implementation Group (BIG) User Representatives (URs) Other project roles or stakeholders (optional)	Project Manager (PM)	Once at Project Level.	Meeting and Meeting minutes
Executing Kick-off Meeting	Project Owner (PO) Business Manager (BM) Project Manager (PM) Project Core Team (PCT) Other project roles or stakeholders (optional).	Project Manager (PM)	Once at Project Level or for each major project phase.	Meeting and Meeting minutes
Project Status Meeting	Project Owner (PO) Business Manager (BM) Project Manager (PM) (Functional) Team Leader (optional) Other project roles or stakeholders (optional).	Project Manager (PM) or Project Manager (PMA)(s)	*<Frequency of the meeting (+ day of the week) to be defined herein>*	Meeting minutes and Project Status Report.
Project Core Team (PCT) Meeting	All Project Core Team (PCT) members working on the project.	(Functional) Team Leader	*<Frequency of the meeting (+ day of the week) to be defined herein>*	Meeting minutes Updated Change log Updated project plans with actuals Estimate Time to

Item Name	Audience (summary)	Responsible person	Frequency	Media of Communication
				Complete updated.
Project Review Meeting	Project Manager (PM) Solution Provider (SP) (optional) (Functional) Team Leader Project Support Officer Project Manager Assistant (PMA) (if applicable) Project Quality Assurance (optional)	Project Manager (PM)	Quarterly (or more frequently, depending on project duration).	Meeting minutes Project Progress Report
Project Steering Committee (PSC) Meeting	Solution Provider (SP) Project Steering Committee (PSC) members	Project Owner (PO) Project Owner (PO)	Monthly or at the moment there is an important project milestone reached, that needs approval(s) from Sponsor(s).	Meeting minutes Decision log updated
Change Control Meeting	Business Manager (BM) Project Manager (PM) Other project roles or stakeholders (optional).	Project Manager (PM)	*<Frequency of the meeting (+ day of the week) to be defined herein>*	Meeting Meeting minutes Change log (updated)
Project-End Review Meeting	Project Owner (PO) Business Manager (BM) Solution Provider (SP) Project Manager (PM) User Representatives (URs) (Functional) Team Leader Project Core Team (PCT) Other project roles or stakeholders (optional).	Project Manager (PM)	Once per project or major project phase.	Meeting minutes Project-End Report
Project Status Report	Refer to Audience specified in the Project Status Meeting.	Project Manager (PM)	Will follow the frequency defined for the Project Status Meeting.	Word document
Project Progress Report	Refer to Audience specified for the Project Review Meeting.	Project Manager (PM)	will follow the frequency defined for the Project Review Meeting.	Word document
Quality Review Report	*<please define the distribution list as per your project's or/and organization's needs.>*	Project Manager (PM)	*<please define the frequency as per your project's or/and organization's needs.>*	Word Document
Outsourcing	*<please define the distribution list as per*	Contractor	*<please define the frequency as per your*	Word Document

Item Name	Audience (summary)	Responsible person	Frequency	Media of Communication
(Contractor) Status Report	*your project's or/and organization's needs.>*		*project's or/and organization's needs.>*	
Project-End Report	Refer to Audience specified in the Project-End Review Meeting.	Project Manager (PM)	Once, during the Project Closing Phase.	Word Document

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* *<04.Project_Handbook.XYZ.11-11-2013.V.1.0.docx>*	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	Project folder	*<Insert project folder location.>*
3	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

PM² Template V.3.1

Meeting Agenda

<Project Name>

Project:		**Meeting Date/Time:**	
Meeting Type:		**Meeting Location:**	
Meeting Coordinator:		**Issue Date:**	

Participant Name *(invited)*	**Initials**	**Organisation / Email**

Meeting Objectives
1.

Agenda Items	**Time**	**Owner**

Related Documents	**Location**
XYZ.doc	U:\METHODS\PM²@EC\Documents\

PM² Template v3.1

Minutes of Meeting

<Project Name>

Meeting Title:		**Meeting Date/Time:**	
Meeting Type:		**Meeting Location:**	
Meeting Coordinator:		**Issue Date:**	

Attendee Name	Initials	Present	Organisation / Email
		☒	
		☐	

Meeting Agenda

Meeting Summary
Outline points discussed and state clear outcome for the meeting

Decisions taken

Decision Id	Description	Date of Decision Taken	Decision Owner
		dd/mm/yy	*Initials*

Actions

Action Id	Creation Date	Description	Status	Target Resolution Date	Owner
	dd/mm/yy		*Open*	*dd/mm/yy*	*Initials*
			InProgress		
			Closed		
			OnHold		

Proposed Agenda for Next Meeting:	Proposed Next Meeting Date:	
List potential agenda items of the next meeting		

Related Document	Location
XYZ.doc	U:\METHODS\PM²@EC\Documents\

Project Status Report
<Project Name>

PM² Template v3.1

Reporting period: <xx/xx/xx> to <xx/xx/xx>

PHASE: <Initiating/Planning/Executing/Closing>

OVERALL STATUS: Green/Amber/Red

Project Owner (PO): <Name>
Business Manager (BM): <Name>
Solution Provider (SP): <Name>
Project Manager (PM): <Name>

PROJECT STATUS SUMMARY

<Short description of the current status>

MILESTONES

<xx/xx/xx>: <describe project milestone 1>
<xx/xx/xx>: <describe project milestone 2>
<xx/xx/xx>: <describe project milestone 3>
<xx/xx/xx>: <describe project milestone 4>
<xx/xx/xx>: <describe project milestone 5>

PROJECT CHANGES (INPUT FROM CHANGE LOG)

Status: Green/Amber/Red

- Severe: <x>
  - <id xx>, category <xx>, status <xx>
  - <id xx>, category <xx>, status <xx>
  - <id xx>, category <xx>, status <xx>

PROJECT INDICATORS

Schedule: Green/Amber/Red

- Baselined delivery date: <xx/xx/xx>
- Forecasted delivery date: <xx/xx/xx>
- Variance: <+ xx months>

Cost: Green/Amber/Red

- Current Year:
  - Allocated: <xx> workdays, <x.xxx,xx> €
  - Spent: <xx> workdays, <x.xxx,xx> €
  - Forecasted: <xx> workdays, <x.xxx,xx> €
- Overall project:
  - Allocated: <xx> workdays, <x.xxx,xx> €
  - Spent: <xx> workdays, <x.xxx,xx> €
  - Forecasted: <xx> workdays, <x.xxx,xx> €

RISKS (INPUT FROM RISK LOG)

Status: Green/Amber/Red

- Active: <x>
  - <id xx>, <title>, level <xx>, action <xx>
  - <id xx>, <title>, level <xx>, action <xx>
  - <id xx>, <title>, level <xx>, action <xx>

ISSUES (INPUT FROM ISSUE LOG)

Status: Green/Amber/Red

- Urgent: <x>
  - <id xx>, size <xx>, impact <xx>
  - <id xx>, size <xx>, impact <xx>
  - <id xx>, size <xx>, impact <xx>

DECISIONS (INPUT FROM DECISION LOG)

<xx/xx/xx>, <id xx>: <describe decision 1>
<xx/xx/xx>, <id xx>: <describe decision 2>
<xx/xx/xx>, <id xx>: <describe decision 3>
<xx/xx/xx>, <id xx>: <describe decision 4>
<xx/xx/xx>, <id xx>: <describe decision 5>

ACTIVITIES PERFORMED AND PLANNED

Performed:

- <Short description of ongoing project action 1>, status <ongoing / complete / pending>
- <Short description of ongoing project action 2>, status <ongoing / complete / pending>
- <Short description of ongoing project action 3>, status <ongoing / complete / pending>

Planned:

- <Short description of next planned key project action 1>
- <Short description of next planned key project action 2>
- <Short description of next planned key project action 3>

Project Status Report
Project: <Name>

PM² Template v3.1

Project phase: <Initiating/Planning/Executing/Closing>
Reporting period: <xx/xx/xx> to <xx/xx/xx>

OVERALL STATUS: Green/Yellow/Red

Project Owner (PO): <Name>
Business Manager (BM): <Name>
Solution Provider (SP): <Name>
Project Manager (PM): <Name>

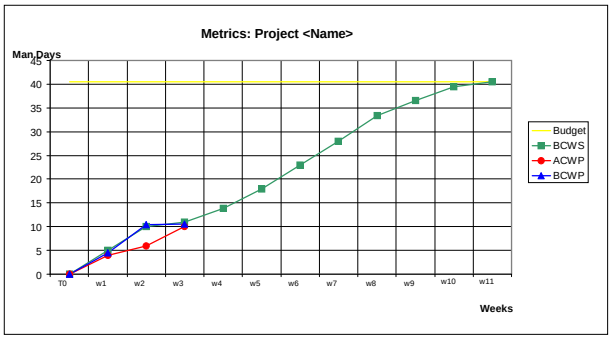
PROJECT INDICATORS

Schedule: Green/Yellow/Red
- Baselined delivery date: <xx/xx/xx>
- Forecasted delivery date: <xx/xx/xx>
- Variance: <+ xx months>

Cost: Green/Yellow/Red
- Baselined: <xx> workdays, <x.xxx,xx> €
- Spent: <xx> workdays, <x.xxx,xx> €
- Forecasted: <xx> workdays, <x.xxx,xx> €
- Variance: <0% (Forecasted - Baselined)>

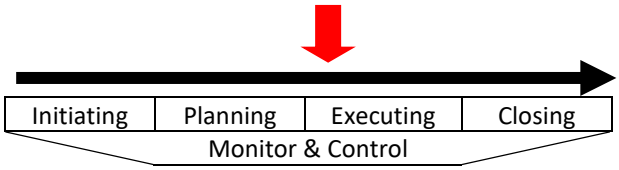
PROJECT INDICATORS (AT CURRENT STATE)

Status: Green/Yellow/Red
Planned: <xx> workdays
Actual work: <xx> workdays
Earned Value (Progress): <xx> workdays
Remaining work: <xx> workdays



Green curve: Planned effort (workdays) over weeks
Red curve: Current cost consumption (workdays)
Blue curve: Earned value (workdays)

PROJECT PROGRESS



MILESTONES

<xx/xx/xx>: <describe project milestone 1>
<xx/xx/xx>: <describe project milestone 2>
<xx/xx/xx>: <describe project milestone 3>
<xx/xx/xx>: <describe project milestone 4>
<xx/xx/xx>: <describe project milestone 5>
<xx/xx/xx>: <describe project milestone 6>

PROJECT CHANGES (INPUT FROM CHANGE LOG)

Status: Green/Yellow/Red
- Severe: <x>
  - <id xx>, category <xx>, status <xx>
  - <id xx>, category <xx>, status <xx>
  - <id xx>, category <xx>, status <xx>

RISKS (INPUT FROM RISK LOG)

Status: Green/Yellow/Red
- Active: <x>
  - <id xx>, <title>, level <xx>, action <xx>
  - <id xx>, <title>, level <xx>, action <xx>
  - <id xx>, <title>, level <xx>, action <xx>

ISSUES (INPUT FROM ISSUE LOG)

Status: Green/Yellow/Red
- Urgency: <x>
  - <id xx>, size <xx>, impact <xx>
  - <id xx>, size <xx>, impact <xx>
  - <id xx>, size <xx>, impact <xx>

ACTIVITIES PERFORMED AND PLANNED

Performed:
- <Short description of ongoing project action 1>, status <ongoing / complete / pending>
- <Short description of ongoing project action 2>, status <ongoing / complete / pending>
- <Short description of ongoing project action 3>, status <ongoing / complete / pending>

Planned:
- <Short description of next planned key project action 1>
- <Short description of next planned key project action 2>
- <Short description of next planned key project action 3>

PM² Template v.3.1

Change Request Form

<Project Name>

Project Name:		**Change ID:**	*<from the change log>*

Change Request			
Change Name:	*<A short name for this change.>*	**Identification Date:**	*<dd/mm/yyyy>*
Requested by:	*<The name of the requestor/group>*	**Category:**	
Priority:	☐ Very High ☐ High ☐ Medium ☐ Low ☐ Very Low		

Change Description & Details

<The purpose of this form is to capture the need and characteristics of a project change request. The change request is the first step of the change request process. Once the change request is logged into the Change Log, then this form is updated with the assigned Change ID and the form is archived.>

Current Situation:
<Describe the current situation (a problem, an opportunity or a new need – why is there a need for a change in the project?>

Desired Situation:
< Describe the desired situation. What is the goal and benefits of this change request?>

Impact or Risks:
<Describe the impact or risks of not implementing this change. If this impact or risks can be quantified, then this can help with the analysis (cost benefit analysis) and final decision regarding the implementation (or not) and the priority of this change.>

Out of Scope:
<Clarify what is out of the scope of this change request. This clarifies further the boundaries of the requested change and ensures that only the needed change is implemented.>

References and Related Documents	**Location**
XYZ.doc	U:\ProjectX\Documents\

DG [Name]
Unit [Name]

Project Progress Report

<Project Name>

Reporting Period *<xx/xx/xxxx>* **to** *<xx/xx/xxxx>*

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² v3.1

For the latest version of this template please visit the PM² Portal

Commission européenne, B-1049 Bruxelles / Europese Commissie, B-1049 Brussel - Belgium. Telephone: (32-2) 299 11 11.
Office: 05/45. Telephone: direct line (32-2) 2999659.

Commission européenne, L-2920 Luxembourg. Telephone: (352) 43 01-1.

Document Control Information

Settings	Value
Document Title:	Project Progress Report
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Limited, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recoloured to black in the final version.

TABLE OF CONTENTS

1. PROJECT OVERVIEW

1.1. Executive Summary

<This section is only applied for the yearly reporting and the indicative maximum length is 0.5 page.

The section should provide a high-level overview of the entire project and the actual status. The executive summary may include the following elements such as: overall outcomes and business triggers, overall description of the solution, major changes in scope, resources, cost and planning, constraints, achievements, etc>

1.2. Project Stakeholders

Project Due Date	
Project Steering Committee (PSC)	**Project Owner (PO):**
	Business Manager (BM):
	Solution Provider (SP):
	Project Manager (PM):
	<another stakeholder in the PSC, if applicable>
Business Implementation Group (BIG) / User Representatives (UR)	
Project Core Team (PCT)	
Project Support Team (PST)	
Other stakeholders	*<e.g. Data Protection Coordinator (DPC), Document Management Officer (DMO), Local Information Security Officer (LISO), Data Protection SMEs, IT Security SMEs, sustainability SMEs, etc.>d*

<Please provide a link to the original project Business Case and Project Charter.>

1.3. Milestones and Deliverables

<In case of the yearly reporting, this section should address the full lifespan of the project and should not focus exclusively on the reporting period. The objective is to provide an overview for the complete project duration. Include milestones and deliverables from all categories – for instance, Sustainability, Data Protection, IT Security, UX. >

ID	Milestone / Deliverable Name	Target Delivery Date	Actual Delivery date	Status	Comments
				<on-going, planned, achieved>	

<The deliverable IDs should be aligned with the ones used previously in the Project Charter.>

1.4. Project Plan (per Work Package)

<This section is to be fulfilled for the key Work Packages (WP), if a considerable cost is involved or the effort is greater than 20 workdays (WDs)>

<Work Package #[…] and name description>

Planned		Actual		Total Planned Effort at Completion[1]	Planned Effort [2]	Actual Effort [2]	Progress (Earned Value)[3]	Performance	
Start Date	End Date	Start Date	End Date					Schedule[4]	Budget[5]
				<1000€>	*<500€>*	*<300€>*	*<400€>*	*<80% >*	*<133% >*

<The effort can be measured in Man-days (MDs) or euros (€).>

[1] Also known as Budget at Completion (BAC).
[2] The quantification of effort should be measured until the end of last week.
[3] Earned value=Planned effort*% of completion
[4] Ratio= Progress / Planned effort/ *100 (R<100%= ; R>100%=)
[5] Ratio= Progress /Actual effort * 100 (R<100%= ; R>100%=)

<Work Package #[…] and name description>									
Planned		**Actual**		**Total Planned Effort at Completion**	**Planned Effort**	**Actual Effort**	**Progress (Earned Value)**	**Performance**	
Start Date	**End Date**	**Start Date**	**End Date**					**Schedule**	**Budget**

1.5. Budget and Costs

<This section is only applied for yearly reporting. It should allow the reader to know the Total Cost of Ownership (TCO) of the project for the full lifecycle. As a consequence, costs beyond the reporting period should also be identified. These costs should be aligned with the costs registered in GovIS2 (https://psxl.psteering.com/EC/Home.page).>

	20*XX*		**20*XX***		**20*XX***		**20*XX***		**20*XX***		
Expenditure	**Budget Line**	**Amount**	**Budget Line**	**Amount**	**Budget Line**	**Amount**	**Budget Line**	**Amount**	**Budget Line**	**Amount**	**Total cost**
Infrastructure[6] (k€)											
Development[7] (k€)											
Maintenance[8] (k€)											
Support [9] (k€)											
Training[10] (k€)											
Total per year (k€)											
Total FTE officials[11] per year											

<Note: In the case that the proposed solution includes an Information System (IS) and it's to be financed from the 'Information Systems' budget line, clearly indicate the budget claim.>

[6] Infrastructure: provide the total (anticipated) cost of the hardware and software required to develop, support, operate and maintain the system
[7] Development: provide the total (anticipated) cost (human resources) for the development of the system
[8] Maintenance: provide the total (anticipated) cost (human resources) in K€ per year to maintain the system
[9] Support: provide the total (anticipated) cost (human resources) in K€ per year to support the system (e.g. helpdesk, operations, etc.)
[10] Training: provide the total (anticipated) cost (human resources) to ensure the training of the users, the support and operations staff, etc.
[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).

2. PROJECT DETAILS

2.1. Scope Changes

<This section is only applied for the yearly reporting.

It should give an overview of the project scope changes that need to be escalated to the Management, for the reporting period, based on the project Change Log.>

ID	Category[12]	Change Name	Change Description & Details	Status[13]	Action Details (effort & responsible)	Size[14]	Priority[15]	Approved By	Actual Delivery Date

2.2. Major Risks and Actions Taken

<This section should highlight the project risks that were identified in the project Risk Log and need to be escalated to Management. You may refer to the project Risk Log for a complete list and description of risks and corresponding actions.>

ID	Category[16]	Risk Name	Risk Description & Details	Status[17]	Likelihood[18]	Impact[19]	Risk Level[20]	Risk Owner	Risk Response Strategy[21]	Action Details	Target Date

[12] Categorize the changes. Examples of categories are: new requirement, technical, issue or risk related, business improvement, etc.
[13] The Change Status can assume the following states: Submitted; Investigating; Waiting For Approval; Approved; Rejected; Postponed; Merged; Implemented
[14] Size represents the effort related to the change implementation and the possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low
[15] Priority is a numeric value given to a project change to classify its relative importance in comparison to other changes and the possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low
[16] Categories of risks / issues related to the area affected by the risk / issue (e.g. Business, IT, People & Organisation, External and Legal).
[17] The risk status can be any of the following: Proposed; Investigating; Waiting for Approval; Approved; Rejected; Closed.
[18] A numeric value denoting the estimate of the probability that the risk will occur. The possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low.
[19] A numeric value denoting the severity of the impact of the risk (should it occur). The possible values are. The possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low.
[20] The risk level is the product of the likelihood and impact (RL=L*I).
[21] The possible risk response strategies are: Avoid/ Transfer or Share/ Reduce / Accept.

2.3. Major Issues and Actions Taken

<This section should give an overview of the major project issues (to be escalated to Management), aligned with the project Issue Log. You may refer to the Issue Log for a complete list and description of issues and corresponding actions>

ID	Category[16]	Issue Name	Issue Description & Details	Status[22]	Action Details	Urgency[23]	Impact[24]	Size[25]	Target Date	Issue Owner

2.4. Other On-going and Planned Actions

<This section is optional, and the objective is to detail further actions currently on-going or planned to be done in the next reporting period, if relevant.>

Actions	Due date	Who & Comments

2.5. Achievements

<This section is optional, and the objective is to provide an overview of what has been achieved that haven't been yet referred in this document. It should focus exclusively on the reporting period.>

Project Highlights / Achievements	Comments

[22] The issue status can be any of the following: Open; Postponed; Resolved; Closed.
[23] A numeric value denoting the urgency of the issue. The possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low.
[24] A numeric value denoting the severity / impact of the issue. The possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low.
[25] Issue size represents the effort related to the issue resolution. The possible values are: 5=Very high; 4=High; 3=Medium; 2=Low; 1=Very low.

3. APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* *<04.Project_Handbook.XYZ.11-11-2013.V.1.0.docx>*	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	Project folder	*<Insert project folder location.>*
3	*<Example of a reference>* *<"The Communication on Risk Management, SEC(2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

Risk Log

<Project Name>

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**
Guidelines	*<Risks can be organised in different categories such as Business, Staffing, Contractor, Legal , Sustainability, Data Protection, IT Security>*	*<Short title for the risk>*	*<Description of the risk including its causes, the kinds of problems that could result (potential effects), and risk dependencies.> <Because of (CONDITION), it might be that (EVENT), which will lead to(IMPACT).>*	*<Status for the risk: One of the following values: - Proposed - Assessing - Awaiting for Approval - Approved - Rejected - Closed>*	*<The name of the Person who identified the risk>*	*<Date when the risk was identified <dd/mm/yy>>*	*<A numerical value denoting the probability that the risk will occur: 5- Very High to 1- Very Low>*	*<A numerical value denoting the severity of the risk's impact: 5- Very High to 1- Very Low>*	*<Product of the two previous columns: RL = L * I>*	*<Name of the person accountable for managing and monitoring the risk>*	*<Should the issue be escalated to the Directing or Steering Layers? <Yes> or <No>>*	*<Strategy for managing the risk: - Avoid - Reduce - Accept - Transfer/ Share>*	*<Description of the mitigation action(s), including the objective, scope, deliverables, the person responsible and the estimated effort needed. >*	*<Date on which the risk response is expected to be implemented. >*	*<Related artefacts: - ID for the related mitigation tasks in the Project Plan - ID for related changes, issues or decisions (log entries) .>*
RL01															
RL02															
RL03															
RL04															
RL05															
RL06															
RL07															

<These notes should be deleted in the final version>

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Issue Log

<Project Name>

Issue Identification and Description							Issue Assessment and Action Description							
ID	**Category**	**Title**	**Description**	**Status**	**Identified By**	**Identification Date**	**Action Details** (effort & responsible)	**Urgency**	**Impact**	**Size**	**Target Date**	**Issue Owner**	**Escalation**	**Traceability/ Comments**
Guidelines	*<Issues can be organised in different categories such as Business, Staffing, Contractor, Legal,Sustainability, Data Protection, IT Security, UX..>*	*<Short title for the issue>*	*<Description of the issue, including how it came about (known risk, unknown risk, …) and its impact on the project.>*	*<Status for the issue: One of the following values: - Open - Postponed - Resolved - Closed>*	*<The name of the Person who identified the issue>*	*<Date when the issue was raised or was identified <dd/mm/yy> >*	*<Proposed strategy to handle the issue: For the remediation plan, the following main steps should be executed: - Identification of the non-conformities, impact and recommended actions; - Analysis of the different scenarios and associated resources, timetable and costs; - Selection of the most cost/effective action and assignment of responsibilities.>*	*<A numerical value from 1 to 5 denoting how urgent the issue is: 5- Very High to 1- Very Low>*	*<A numerical value from 1 to 5 denoting the issue's impact: 5- Very High to 1- Very Low>*	*<A numerical value denoting how much effort will be necessary to resolve the issue: 5- Very High to 1- Very Low>*	*<Date on which the issue is expected to be resolved <dd/mm/yy> >*	*<Name of the person tasked with resolving the issue>*	*<Should the issue be escalated to the Directing or Steering Layers? <Yes> or <No>>*	*<Related artefacts: - ID for the related risk - ID for the related tasks in the Project Plan - ID for related changes in the change log.>*
IL1														
IL2														
IL3														
IL4														

<These notes should be deleted in the final version>

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Decision Log

< Project Name >

Identification							Ownership			Implementation	
ID	Category	Title	Description	Initiated by	Persons present during	Comments	Decision Owner	Decision Date	Escalation	Application Date	Decision communicated to:
Guidelines	*<Decisions can be organised in different categories related to the area affected by the decision (such as Business, Staffing, Contractor, Legal Sustainability, Data Protection, IT Security, UX..>*	*<Short title for the decision>*	*<Description of the decision details and impact, if applicable.>*	*<The name of the person who identified the need for a decision.>*	*<Log the names of the people present when the decision was made.>*	*< - ID for related changes in the change log. - ID for the related risk - ID for the related tasks in the Project Plan - ID for related Issues.>*	*<The name of the person accountable for the decision.>*	*<Date on which the decision was taken.>*	*<Should the decision be escalated to the Directing or Steering Layers? <Yes> or <No>>*	*<Date on which the decision becomes applicable.>*	*<The groups, teams and individuals to whom the decision needs to be communicated.>*
D01											
D02											
D03											
D04											
D05											
D06											
D07											
D08											

<These notes should be deleted in the final version>

This template is based on PM² V3.1

For the latest version of this template please visit the PM² Portal

Change Log

<Project Name>

Identification							Assessment				Decision				Implementation	
ID	**Category**	**Title**	**Description**	**Status**	**Requested by**	**Date Identified**	**Action Details** (effort & responsible)	**Size**	**Priority**	**Target Delivery Date**	**Escalation**	**Decision**	**Decided by**	**Decision Date**	**Actual Delivery Date**	**Traceability and Comments**
Guidelines	*<Changes can be organised in different categories such as New Requirement, Issue or Risk related, Business, Technology Sustainability, Data Protection, IT Security and UX, etc.>*	*<Short title for the requested change>*	*<More detailed description of the requested change including the possible impact of not implementing the change.>*	*<Status for the change. Use the following values (not exhaustive): - Submitted - Assessing - Waiting for Approval - Approved - Rejected - Postponed - Merged - Implemented>*	*<The initial submission date of the change request <dd/mm/yy>>*	*<The date the change has been raised>*	*<Description of the recommended action(s), including steps, deliverables, timescale, resources and effort involved.>*	*<A numerical value denoting how much effort will be necessary to implement the change: 5- Very High to 1- Very Low>*	*<A numerical value denoting the agreed priority of the change: 5- Very High to 1- Very Low>*	*<Target date for the change to be delivered: <dd/mm/yy>>*	*<Should the issue be escalated to the Directing or Steering Layers? <Yes> or <No>>*	*<Describe the decision taken. Possibly link with the item in the decision log.>*	*<Person or Committee that approved or rejected the change.>*	*<Date on which the decision was made. <dd/mm/yy>.>*	*<Date on which the change was actually delivered. <dd/mm/yy>>*	*<Related artefacts: - ID for the related tasks in the Project Work Plan - ID for related risks, issues and decisions. - Plus any additional information or comments related to the issue.>*
C01																
C02																
C03																
C04																
C05																
C06																
C07																
C08																
C09																
C10																

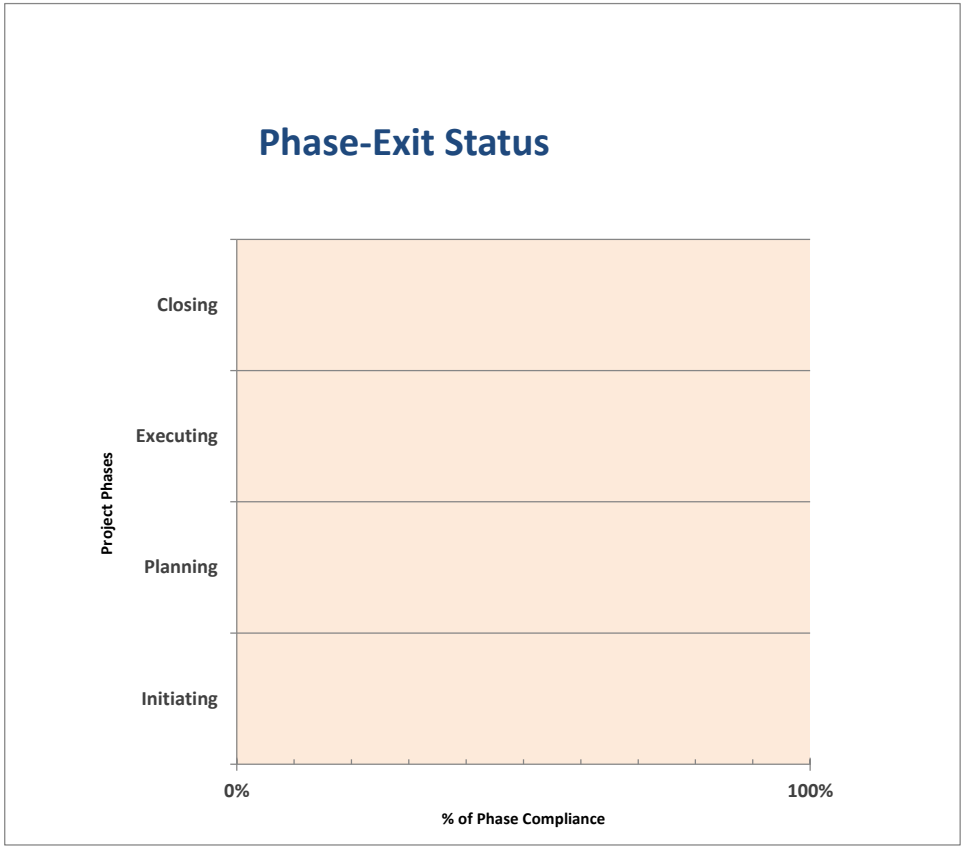
Phase-Exit Review Checklist

<Project Name>

Phase-Exit Review	
DG / Unit:	<Name of the DG and Unit responsible for the project.>
Project Name:	<Name of the project.>
Project Owner:	<Name of the Project Owner.>
Business Manager:	<Name of the Business Manager.>
Solution Provider:	<Name of the Solution Provider.>
Project Manager:	<Name of the Project Manager.>
Reviewer Name:	<Name of the person performing the phase-exit reviews.>
Overall Compliance (%)	0%
Overall Phase-Exit Status:	

Area	Phase-Exit Status	% of Phase Compliance	Date	Already performed?
Initiating		0%	dd/mm/yyyy	No
Planning		0%	dd/mm/yyyy	No
Executing		0%	dd/mm/yyyy	No
Closing		0%	dd/mm/yyyy	No

Assessment Key:	
	Major key activities for the phase(s) weren't performed (50% of the key activities or more are still to be completed).
	Some key activities are still to be completed before the phase(s) can be closed (% of compliance between 51% and 80%).
	Nearly all the key activities for the phase(s) are complete (more than 80% of the key activities). The decision to move to another phase should be taken considering the relevance / adequacy of the remaining activities to the project and its specificities.



Phase-Exit Review Checklist

<Project Name>

Initiating Phase-Exit Checks			Date:	dd/mm/yyyy
		% of Phase Compliance	0%	
#	Description	Answer	Score	Comments
1	Has a Project Initiation Request been documented and approved?	No	0	*<Add a justification here.>*
2	Are the project context, scope, deliverables and expected outcomes documented?	No	0	
3	Has a Project Owner been identified?	No	0	
4	Are project benefits and success criteria documented?	No	0	
5	Are the benefits and success criteria measurable?	No	0	
6	Have all the key project stakeholders been identified?	No	0	
7	Are all the initial roles and responsibilities defined?	No	0	
8	Has the project steering committee been established?	No	0	
9	Have at least 4 alternative solutions been analysed e.g. using a SWOT analysis?	No	0	
10	Are major assumptions, constraints and risks identified?	No	0	
11	Have project synergies and dependencies been analysed?	No	0	
12	Has the project Total Cost of Ownership (TCO) been estimated in FTE and €?	No	0	
13	Are both requestor and solution provider costs included in the project TCO?	No	0	
14	Are project funding sources (budget lines) identified for each cost element?	No	0	
15	Have project savings been estimated in FTE and k€?	No	0	
16	Has a Business Case been documented and approved by the Project Owner and Appropriate Governance Bodies?	No	0	
17	Is there a Project Manager assigned to the project?	No	0	
18	Are requestor needs documented and linked to project deliverables?	No	0	
19	Is project roadmap (start and end dates) for major milestones and deliverables documented?	No	0	
20	Is project approach / methodology identified?	No	0	
21	Are Risk, Issue and Decision Logs setup?	No	0	
22	Have the identified risks an associated response strategy been approved?	No	0	
23	Are major resources needed to execute the project identified as well as requirements detailed?	No	0	
24	Have sustainability, UX, IT security, document management and data protection ~~constraints~~ considerations been assessed?	No	0	
25	Has a Project charter been documented and approved by the Project Owner and Appropriate Governance Bodies?	No	0	
26	Is the project currently delivering to schedule?	No	0	
27	Is the budget allocated sufficient at this point of the project?	No	0	
28	Is the project ready to proceed to the Planning Phase?	No	0	

Phase-Exit Review Checklist

<Project Name>

Planning Phase-Exit Checks			Date:	dd/mm/yyyy
		% of Phase Compliance	0%	
#	Description	Answer	Score	Comments
1	Is the Stakeholders' matrix complete with all the relevant stakeholders' names and contact details?	No	0	*<Add a justification here.>*
2	Are all project roles and responsibilities detailed?	No	0	
3	Is the project scope broken-down in manageable components that allow accurate estimation of resources, work effort and duration?	No	0	
4	Is it clear the link between project scope / deliverables and work packages / activities / tasks?	No	0	
5	Are project management and business implementation activities considered in the Project Work Plan?	No	0	
6	Are all the activities / tasks assigned to someone?	No	0	
7	Were all the activities / tasks and related effort validated by the task owner / domain expert?	No	0	
8	Are all project costs / effort estimated and detailed at task level?	No	0	
9	Are all project work packages, activities and tasks scheduled?	No	0	
10	Is the critical path identified?	No	0	
11	Are project performance indicators and metrics defined?	No	0	
12	Is the Project Work Plan baselined and approved?	No	0	
13	Are all the communication items (e.g. meetings and reports) defined as well as their frequency?	No	0	
14	Has a Communications Management Plan been documented, as a separate document or included in the Handbook?	No	0	
15	Is the project management approach detailed and documented in a Project Handbook?	No	0	
16	Has an escalation process been documented and tailored to risk, issues and change management?	No	0	
17	Has a Project Change Management Plan been documented, as a separate document or included in the Handbook?	No	0	
18	Are the risk assessment thresholds defined, including the risk appetite?	No	0	
19	Is a Risk Management Plan documented, as a separate document or included in the Handbook?	No	0	
20	Is an Issue Management Plan documented, as a separate document or included in the Handbook?	No	0	
21	Is there a Change Log in place?	No	0	
22	Were quality requirements, assurance activities and metrics defined and approved by the Project Steering Committee?	No	0	
23	Has a Quality Management Plan been documented, as a separate document or included in the Handbook?	No	0	
24	Are all the deliverables acceptance criteria, activities and metrics defined and approved by the Project Owner?	No	0	
25	Has a Deliverables Acceptance Management Plan been documented, as a separate document or included in the Handbook?	No	0	
26	Has a configuration management procedure been documented?	No	0	
27	Are the project management processes communicated to the Project Core Team and to the major project stakeholders?	No	0	
28	Are all types of resources (people, software, infrastructure, facilities, outsourcers, materials, services,…) identified and their effort and period estimated?	No	0	
29	Are training needs identified?	No	0	
30	Has a Resource Plan been documented, as a separate document or included in the Handbook?	No	0	
31	Are all the activities that will be performed by the business/requestor side identified and estimated?	No	0	
32	Has a Business Implementation Plan been documented?	No	0	
33	Are the transition activities planned and agreed with the involved stakeholders?	No	0	
34	Is a Transition Plan documented?	No	0	
35	Are outsourcing activities and deliverables defined as well as evaluation criteria?	No	0	
36	Is there an Outsourcing Plan documented, as a separate document or included in the Handbook?	No	0	
37	Are all project plans approved?	No	0	
38	Is there a Project Handbook documented?	No	0	
39	Are all the major deviations from the Project Charter approved by the Project Steering Committee / Appropriate Governance Bodies?	No	0	
40	Is the project currently delivering to schedule?	No	0	
41	Are all resources available for the executing phase?	No	0	
42	Is the allocated budget sufficient at this point of the project?	No	0	
43	Is the project ready to proceed to the Executing Phase?	No	0	
	Total score for compliance	**0**	**0**	

Phase-Exit Review Checklist

<Project Name>

Executing Phase-Exit Checks			Date:	dd/mm/yyyy
	% of Phase Compliance		0%	
#	Description	Answer	Score	Comments
1	Are resources and budget available to complete activities and to transfer deliverables to the requestor side?	No	0	*<Add a justification here.>*
2	Have activities been performed as defined and scheduled in the Project Work Plan?	No	0	
3	Were artefacts produced, updated and revised as planned?	No	0	
4	Were the quality assurance and control activities performed as planned?	No	0	
5	Have deliverables been tested / reviewed?	No	0	
6	Were outsourcing processes and outputs monitored and reviewed?	No	0	
7	Are tests results, issues and corrective actions documented?	No	0	
8	Are all major risks mitigated?	No	0	
9	Were sustainability, UX, IT security and data protection issues taken into account?	No	0	
10	Have all the approved changes been implemented?	No	0	
11	Are deliverables in line with requestor needs and expectations?	No	0	
12	Are all the project issues and corrective actions resolved / closed?	No	0	
13	Are all deliverables (including supporting deliverables such as documentation) ready to be provisional approved by the Project Owner?	No	0	
14	Were transition activities performed as planned?	No	0	
15	Has required training been conducted?	No	0	
16	Were the relevant stakeholders informed about the delivery of projects outputs?	No	0	
17	Were project performance indicators and metrics captured and assessed?	No	0	
18	Were the business implementation activities performed as planned?	No	0	
19	Have all the communication items (meetings, reports,…) been implemented as planned?	No	0	
20	Did the Project Owner formally approve deliverables (final approval)?	No	0	
21	Are deliverables reviews and approvals documented and performed by the appropriate person (Project Owner, domain expert,…)?	No	0	
22	Are deliverables fully operational?	No	0	
23	Is there a formal transfer of responsibilities to the Project Owner and operations teams?	No	0	
24	Has a list of planned maintenance / operational actions been provided to the requestor / operations team?	No	0	
25	Was the transfer of responsibility announced to all stakeholders?	No	0	
26	Have all deliverables and artefacts been placed in the project repository, e.g. test results, sign-offs, training materials,...?	No	0	
27	Is project configuration management effective?	No	0	
28	Are operational/maintenance activities ready to start?	No	0	
29	Is the project ready to proceed to the Closing Phase?	No	0	

Phase-Exit Review Checklist

<Project Name>

Closing Phase-Exit Checks			Date:	dd/mm/yyyy
		% of Phase Compliance	0%	
#	Description	Answer	Score	Comments
1	Did a Project-End Review Meeting take place?	No	0	*<Add a justification here.>*
2	Were final project performance indicators and metrics assessed and compared to project baselines?	No	0	
3	Are project benefits and unachieved goals assessed and remaining benefits forecasted?	No	0	
4	Was client / requestor satisfaction assessed?	No	0	
5	In case some risks or issues couldn't be closed, are they re-assessed and follow-up actions recommended?	No	0	
6	Are follow-up actions assigned to people and a formal transfer of ownership performed?	No	0	
7	Were all the hand over activities to the operations mode performed?	No	0	
8	Are support and maintenance activities running as planned?	No	0	
9	Did all the relevant stakeholders give feedback on the overall project experience?	No	0	
10	Were lessons learned and post-project recommendations captured?	No	0	
11	Is the Project-End Report documented and delivered to the relevant stakeholders?	No	0	
12	Are project artefacts and other supporting documentation organised and archived in a central repository?	No	0	
13	Is project archiving following the EC internal policy for records management and archives?	No	0	
14	Were all the configuration management procedures completed?	No	0	
15	Were all the security management procedures completed e.g. copies of project data and restriction of project members access to systems and data?	No	0	
16	Was the project formally accepted by the Project Steering Committee / Project Owner?	No	0	
17	Have project team members performance been assessed?	No	0	
18	Is the project team officially released?	No	0	
19	Have project costs stopped?	No	0	
20	Is the project ready to be closed?	No	0	

Quality Review Checklist

<Project Name>

Project Quality Review	
DG / Unit:	<Name of the DG and Unit responsible for the project.>
Project Name:	<Name of the project.>
Project Owner:	<Name of the Project Owner.>
Business Manager:	<Name of the Business Manager.>
Solution Provider:	<Name of the Solution Provider.>
Project Manager:	<Name of the Project Manager.>
Project Quality Reviewer:	<Name of the person performing the quality review.>
Review Date:	<dd/mm/yyyy>
Overall Score:	0%
Overall Project Quality Assessment	

Area	% of Quality Compliance	Score	Included?
Scope		0%	Yes
Schedule		0%	Yes
Cost		0%	Yes
Quality		0%	Yes
Risk		0%	Yes
Issues & Decisions		0%	Yes
Communication		0%	Yes
Project Organisation		0%	Yes
Outsourcing		0%	Yes
Client Satisfaction		0%	Yes

Scoring Legend:	
0	"No answer: nothing done.
5	"Yes, Partially" answer: some work done, but not to the required/expected level.
10	"Yes" answer. Meets requirements and expectations as per PM2 methodology.
1 to 10	The questions started by "How well…?" should be answered by scoring the related activity from 1 to 10, meaning that 1 is "very poor", 5 is "average" (requirements are met) and 10 is "excellent" (material that can be referenced).
N/A	This check is not applicable to this project.

Overall Assessment Key:	
	Critical /significant issues or major process non-compliance.
	Unless immediate action is taken, project may become red.
	No significant non-compliance foreseeable at this time.

Quality Review Checklist

<Project Name>

<This table should be used for documenting findings and recommendations on quality assurance and control activities. Note that the Project Core Team (PCT) should contribute to define the action plan and the Project Quality Reviewers should validate whether the plan is adequate to resolve the identified findings.>

ID	Findings	Impact	Recommendation	Action Details (effort & responsible)
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Quality Review Checklist

<Project Name>

Scope Management		% of Quality Compliance	0%	
		Answer	Score	Comments
	Scope Initiating			
1	Are requestor needs clearly documented (description of the need, who is requesting and the justification / priority)?	**No**	0	*<Add here the justification for the answer given.>*
2	Is the scope description explicitly describing the outputs that will be IN and OUT of project scope?	**No**	0	
3	Is there a formal Scope Statement?	**No**	0	
4	Are the requestor needs mapped to features/deliverables?	**No**	0	
5	Are all deliverables clearly identified?	**No**	0	
6	Were the requestor and provider side involved in the description of project scope and deliverables?	**No**	0	
7	How well are deliverables descriptions documented?	**No**	No	
8	Are project success criteria clearly identified?	**No**	0	
9	Can project success criteria be easily measured?	**No**	0	
10	Has the Project Owner approved the Project Charter?	**No**	0	
11	Are assumptions and constraints documented?	**No**	0	
12	Have project dependencies been identified and documented?	**No**	0	
13	Are acceptance criteria documented?	**No**	0	
	Scope Planning			
14	Can the project deliverables be easily tracked from the Project Charter to the Project Work Plan (WBS)?	**No**	0	
15	Has the project scope been clearly understood and agreed by the key stakeholders in the Planning Kick-off meeting?	**No**	0	
16	Is the granularity of the WBS appropriate in regards to the project length/complexity?	**No**	0	
17	Is the PM comfortable with the WBS?	**No**	0	
	Scope Change Control			
18	Is a documented change management process in place?	**No**	0	
19	Is a Project Change Management Plan documented?	**No**	0	
20	Is a Change Log maintained?	**No**	0	
21	Is the Change Log reviewed regularly e.g. weekly?	**No**	0	
22	Are Change Control Meetings in place?	**No**	0	
23	Is an escalation procedure for project changes documented and being followed?	**No**	0	
24	Were all scope changes approved by the Project Owner/Project Steering Committee?	**No**	0	

Quality Review Checklist

<Project Name>

Schedule		% of Quality Compliance	0%	
		Answer	Score	Comments
	Activity Definition			
1	Is there a Project Work Plan (WBS+effort & cost estimations+project schedule)?	**No**	0	*<Add here the justification for the answer given.>*
2	Is there a consolidated schedule (normally an MS Project Plan)?	**No**	0	
3	Can you link the activities back to WBS?	**No**	0	
4	Is the level of detail (granularity) of the schedule appropriate?	**No**	0	
5	Are relevant business implementation related activities on the schedule?	**No**	0	
6	Are relevant project management activities on the schedule?	**No**	0	
7	Do tasks / activities have documented start and end events?	**No**	0	
8	Does all work activities have a measurable output?	**No**	0	
9	Were external dependencies accounted for?	**No**	0	
	Activity Sequencing			
10	Is a "HIGH LEVEL" Critical Path defined for the overall Project?	**No**	0	
11	Is the Critical Path defined for each deliverable (iteration/sprint for Agile IT project) as you initiated them?	**No**	0	
12	Is the Critical Path defined after consultation of the Project Core Team?	**No**	0	
	Activity Duration Estimation			
13	Were the estimations accurate until this moment?	**No**	0	
14	Are estimations created by the team members who will implement the activities?	**No**	0	
15	Was there a peer review of estimates? - By whom?	**No**	0	
16	Was reference made (for estimating) to any previous similar project or previous phase of the project? - Which ones?	**No**	0	
	Schedule Development			
17	Was the schedule baselined?	**No**	0	
18	Was the schedule baseline approved (e.g. PSC)?	**No**	0	
19	If re-baselined, was it done following the change management process?	**No**	0	
	Schedule Control			
20	Are tasks status / % of completion being tracked and documented?	**No**	0	

21	Is the schedule (with iteration/sprint plan for Agile IT project) regularly updated with actual velocity?	**No**	0	
22	Is project on track regarding schedule (with iteration/sprint plan for Agile IT project)?	**No**	0	
23	Is the schedule reviewed regularly to consider project changes?	**No**	0	
24	Is the critical path reviewed regularly?	**No**	0	
25	Are resources allocation checked weekly?	**No**	0	
26	Are all the resources with the right amount of work (not over-allocated)?	**No**	0	
27	Are internal and/or subcontractor resources delivering results per plan?	**No**	0	
28	Are there regular reviews with internal and/or subcontractor resources?	**No**	0	
29	Are project management processes being used with internal and subcontractor resources?	**No**	0	

Quality Review Checklist

<Project Name>

Cost		% of Quality Compliance	0%	
		Answer	**Score**	**Comments**
	Resource Planning			
1	Is there a Resource Plan?	**No**	0	*<Add here the justification for the answer given.>*
2	Is the Resource Plan including all types of resources, including training needs?	**No**	0	
3	Can the Resource Plan be linked back to the WBS and schedule?	**No**	0	
	Cost Estimating			
4	Was the current provider team involved in estimating?	**No**	0	
5	Are subcontract commitments (deliverables and effort) written?	**No**	0	
6	Are all project costs identified, including from requestor and provider side?	**No**	0	
7	Was the WBS used to help cost estimating?	**No**	0	
8	Are project management effort considered in project estimations?	**No**	0	
9	Was the cost of Risk identified?	**No**	0	
	Cost budgeting			
10	Has the budget been approved?	**No**	0	
11	Has an appropriate payment schedule been defined?	**No**	0	
12	Are there Purchase Orders (PO) for all authorized purchases and expenses?	**No**	0	
	Cost control			
13	Are costs being actively managed?	**No**	0	
14	Is the "percentage completed" (based on duration) accurate?	**No**	0	

Quality Review Checklist

<Project Name>

Quality		% of Quality Compliance	0%	
		Answer	**Score**	**Comments**
	Quality Planning			
1	How well is the PM² methodology being used?	**0**	0	*<Add here the justification for the answer given.>*
2	How well are the PM² templates being used?	**0**	0	
3	Is the Quality Management Plan understood by all?	**No**	0	
4	Have quality characteristics been established for the project?	**No**	0	
5	Is there a Quality Management Plan in place?	**No**	0	
6	Was the Quality Management Plan approved by the PSC?	**No**	0	
7	Is there a Deliverables Acceptance Management Plan?	**No**	0	
8	Is there an acceptance test plan in place?	**No**	0	
9	Do all deliverables have acceptance criteria?	**No**	0	
10	Is the acceptance test plan approved by the requestor?	**No**	0	
11	Is a configuration management procedure in place (documented and implemented)?	**No**	0	
	Quality Assurance			
12	Is the configuration management procedure being executed?	**No**	0	
13	Is a project repository being maintained?	**No**	0	
14	Is the project repository up to date?	**No**	0	
15	Is the project considering a Project Quality Assurance (PQA) team/person?	**No**	0	
16	Is quality being measured independently?	**No**	0	
17	Are deliverables meeting their acceptance criteria?	**No**	0	
18	When completed, have deliverables been accepted & signed-off?	**No**	0	
19	Were the previous review recommendations implemented?	**No**	0	
20	Was a deliverables peer review conducted?	**No**	0	
21	Were all project artefacts reviewed before sent to the requestor for approval?	**No**	0	
22	Are project plans regularly reviewed with the requestor?	**No**	0	
23	Have project/milestones/phase-exit reviews been performed with the requestor?	**No**	0	
24	Are test specifications and test cases documented?	**No**	0	
25	Will testing verify that all deliverables meet acceptance criteria?	**No**	0	

Quality Review Checklist

<Project Name>

Quality Control				
26	Are quality control activities taking place?	**No**	0	
27	Have corrective actions been taken when required?	**No**	0	
28	Are project quality reviews following the planned frequency and activities?	**No**	0	
29	Are security & business continuity activities performed?	**No**	0	
30	Is there a project configuration log?	**No**	0	

Quality Review Checklist

<Project Name>

Risk		% of Quality Compliance	0%	
		Answer	Score	Comments
	Risk Identification			
1	Is there a Risk Management Plan?	**No**	0	*<Add here the justification for the answer given.>*
2	Were risks identified for this project?	**No**	0	
3	Is a Risk Log being used in the project?	**No**	0	
4	Are requestor side and provider side involved in risk identification, including the PCT?	**No**	0	
5	Are the identified risks belonging to more than one risk category?	**No**	0	
	Risk Assessment			
6	Were risks quantified in terms of their risk level (likelihood & impact)?	**No**	0	
7	Is risk assessment data accurate?	**No**	0	
8	Is the risk impact on project budget assessed?	**No**	0	
9	Were all the risks approved as defined in the escalation procedure?	**No**	0	
10	Were all the high and very risks (risk level > 15) approved by the Project Steering Committee?	**No**	0	
11	Do you have a plan how to fund the risk actions?	**No**	0	
	Risk Response Development			
12	Are all high and very high risks avoided or immediately reduced?	**No**	0	
13	Are risk response strategies selected for each approved risk?	**No**	0	
14	Are contingency plans defined for accepted risks?	**No**	0	
15	Are the actions related to the risk response strategies incorporated in the Project Work Plan?	**No**	0	
	Risk Monitor & Control			
16	Is the Risk Log frequently revisited (at least weekly)?	**No**	0	
17	Are risks discussed in Project Follow-up Meetings?	**No**	0	
18	Are risks discussed in Project Core Team Meetings?	**No**	0	
19	Are risks discussed in Project Review Meetings?	**No**	0	
20	Are risks discussed in Project Steering Committee Meetings?	**No**	0	
21	Are risks reviewed regularly (identification of new risks, assessment of the risk level and effectiveness of implemented actions)?	**No**	0	
22	Is the risk log reviewed when changes are approved?	**No**	0	
23	Are risk mitigation plans being carried out?	**No**	0	

Quality Review Checklist

<Project Name>

Issues & Decisions		% of Quality Compliance	0%	
		Answer	**Score**	**Comments**
	Issue Identification and Description			
1	Is an issue management process in place?	**No**	0	*<Add here the justification for the answer given.>*
2	Is there a Issue Management Plan?	**No**	0	
3	Is a Issue Log being used in the project?	**No**	0	
4	Is requestor side and provider side involved in issue identification?	**No**	0	
5	Is a Decision Log being used in the project?	**No**	0	
	Issue Assessment and Action Description			
6	Are issues assessed in terms of urgency, impact and size?	**No**	0	
7	Is issue assessment data accurate?	**No**	0	
8	Is the effort of the issue-related action properly assessed?	**No**	0	
9	Are actions selected for each issue?	**No**	0	
10	Is a escalation procedure clearly defined for issues (based on urgency, impact and size)?	**No**	0	
11	Are issue owners assigned to actions?	**No**	0	
12	Are decisions following the defined escalation procedures for issues, risks and changes?	**No**	0	
	Issue Monitor & Control			
13	Is the Issue Log reviewed at appropriate intervals?	**No**	0	
14	How well is issues status monitored & reported?	**No**	0	
15	Is the team closing issues in suitable time?	**No**	0	
16	Is there any follow-up done on late items?	**No**	0	

Quality Review Checklist

<Project Name>

Communication		% of Quality Compliance	0%	
		Answer	Score	Comments
	Communications Planning			
1	Is there a project contacts list (stakeholder matrix)?	**No**	0	*<Add here the justification for the answer given.>*
2	Does a Communications Management Plan exist?	**No**	0	
3	Are the expected project meetings and reports documented?	**No**	0	
4	Is the Communications Management Plan including all stakeholders?	**No**	0	
5	Are the main stakeholders comfortable with the communication plan?	**No**	0	
	Information Distribution			
6	Was an internal kick-off meeting conducted?	**No**	0	
7	Is project status communicated to project stakeholders, including PCT according to communication plan?	**No**	0	
8	Are Project Follow-up Meetings happening regularly?	**No**	0	
9	Are remote teams kept "in the loop" if applicable?	**No**	0	
10	Are there regular Project Core Team meetings?	**No**	0	
11	Was an external kick-off meeting conducted?	**No**	0	
12	Are the management/steering committee meetings happening as planned?	**No**	0	
	Performance Reporting			
13	Are meeting minutes published after meetings?	**No**	0	
14	Do meetings and reports follow the planned frequency?	**No**	0	
15	Are the communication items (reports, meetings, others) customized for the intended audience (stakeholders)?	**No**	0	
	Escalation Management			
16	Is a documented escalation process in place & understood?	**No**	0	
17	Is it being used effectively?	**No**	0	
18	Were escalation results been satisfactory(if any)?	**No**	0	

Quality Review Checklist

<Project Name>

Project Organisation		% of Quality Compliance	0%	
		Answer	**Score**	**Comments**
	Organization & Planning			
1	Are project roles & responsibilities defined and documented?	**No**	0	*<Add here the justification for the answer given.>*
2	Is there a Project Organization chart with all interfaces?	**No**	0	
3	Is a Project Steering Committee in place?	**No**	0	
4	Are subcontracting resources properly used (if applicable)?	**No**	0	
5	Does the team (PCT) have got the technical ability to get work done?	**No**	0	
6	Are there sufficient and appropriate resources to meet requirements?	**No**	0	
	Staff Acquisition			
7	Were subcontracting members properly screened / selected?	**No**	0	
8	Was an approved resourcing mechanism/agreement used?	**No**	0	
9	Are evaluation criteria defined for project staff / subcontractors?	**No**	0	
	Team Development			
10	Is the level of cooperation between off-site & on-site teams satisfactory for the PM?	**No**	0	
11	Were teamwork issues handled correctly?	**No**	0	
12	How satisfied are the team members with the project?	**0**	0	

Quality Review Checklist

<Project Name>

Outsourcing		% of Quality Compliance	0%	
		Answer	**Score**	**Comments**
	Outsourcing Planning			
1	Are the outcomes of the contract well understood?	**No**	0	*<Add here the justification for the answer given.>*
2	Is there an Outsourcing Plan?	**No**	0	
3	Is there a concrete outputs delivery schedule?	**No**	0	
4	Are project management processes and quality controls to be followed by the outsourcer documented?	**No**	0	
5	Is the outsourcer evaluation criteria (services and deliverables) clearly defined?	**No**	0	
	Outsourcing Contract Administration			
6	Was the contractor chosen according to the EC processes and standards?	**No**	0	
7	Are signed contracts in place?	**No**	0	
8	Were contracts reviewed by legal (or standard)?	**No**	0	
9	Are SLAs defined in the contract?	**No**	0	
10	How well were any internal agreements documented?	**No**	0	

Quality Review Checklist

<Project Name>

Client Satisfaction		% of Quality Compliance	0%	
		Answer	**Score**	**Comments**
1	How satisfied is the client/requestor with the schedule (allowing for Change Requests)?	**0**	0	*<Add here the justification for the answer given.>*
2	How satisfied is the client/requestor with requirements?	**0**	0	
3	How satisfied is the client/requestor with the quality of deliverables?	**0**	0	
4	How satisfied is the client/requestor with project communication?	**0**	0	
5	How satisfied is the client/requestor with the technical ability of the Project Core Team (PCT)?	**0**	0	
6	What is the overall client/requestor satisfaction?	**0**	0	

Deliverables Acceptance Checklist

<Project Name>

<This checklist should be reviewed and customised (if needed), in a first stage, when planning deliverables acceptance. It should be based on the information presented in the Deliverables Acceptance Plan, but It can also help the Project Manager (PM) to define the deliverables acceptance activities by identifying key controls. Despite this, the main purpose of the Deliverables Acceptance Checklist is to support the Project Manager (PM) when verifying if the acceptance activities were performed as planned.>

Deliverables Acceptance Checks		% of Compliance	0%	
#	Description	Answer		Comments
	Planning			
1	Has a Deliverables Acceptance Management Plan been documented and communicated to the relevant stakeholders?	No	0	*<Add here the justification for the answer given.>*
2	Were the deliverables acceptance criteria, activities and metrics defined and approved by the Project Owner?	No	0	
3	Have the acceptance activities been scheduled and agreed with the Project Owner, Business Implementation Group and with other relevant stakeholders and affected organisations?	No	0	
4	Are test cases and data covering all the possible scenarios?	No	0	
	Executing			
5	Were the quality assurance and control activities performed as planned, such as acceptance testing?	No	0	
6	Is the assessment of the test results documented in a report?	No	0	
7	Are issues documented and their resolution scheduled?	No	0	
8	Was the provisional deliverables acceptance performed with a limited number of minor issues?	No	0	
9	Are deliverables re-tested / reviewed by the requestor side after correction of identified issues?	No	0	
10	Are all deliverables (including supporting deliverables such as documentation) ready to be finally approved by the Project Owner?	No	0	
	Coordination			
11	Have the acceptance activities been coordinated with the Project Owner, Business Implementation Group and with other relevant stakeholders and affected organisations?	No	0	
12	Was an Operational Readiness Review conducted (which includes a physical configuration audit)?	No	0	
	Quality of deliverables			
13	Do deliverables meet the requirements?	No	0	
14	Has a provisional acceptance of deliverables been performed?	No	0	
15	Did the Project Owner formally approve deliverables (final deliverables approval)?	No	0	
16	Were deliverables reviews and approvals performed by the assigned person (Project Owner, domain expert,…)? Are they documented?	No	0	
17	Were deliverables related metrics assessed and reported?	No	0	
	Communication			
18	Have all deliverables and related artefacts been placed in the project repository? (e.g. test results, sign-offs,…)	No	0	
19	Was the deliverables final approval announced to the relevant stakeholders?	No	0	

Transition Checklist for All Types of Projects

<Project Name>

<This checklist should be reviewed and customised (if needed), in a first stage, when planning transition. It should be based on the information presented in the Transition Plan, but It can also help the Project Manager to define the transition activities by identifying key controls. Despite this, the main purpose of the Transition Checklist is to support the Project Manager when verifying whether the transition activities were performed as planned.>
<First, answer the question "Does your project include an IT component?>
<If your project includes IT components, complete both tabs ("All Projects" and "IT Specific") for the completion of the transition checks. If your project does not include any IT component, only use the "All Projects" tab.>
<For customising this spread sheet, unprotect this sheet using the following password: pm2>

Does your project include an IT component? **Yes**

All Projects Transition Checks		% of Compliance	0%	
#	**Description**	**Answer**		**Comments**
	Planning			
1	Is there a Transition Plan that includes the definition of the goals, prerequisites, activities and scheduling, resources needed and responsibilities for the management of the transition activities?	No	0	*<Add here the justification for the answer given.>*
2	Is the Transition Plan including coordination aspects agreed with all the participants?	No	0	
3	Is there a rollback plan in place in case the Transition Plan fails?	No	0	
4	Are the transition communication items documented in the Communications Management Plan?	No	0	
5	Are all stakeholders identified, e.g. operations teams?	No	0	
6	Are the transfer of responsibility scheduled and agreed between all participants?	No	0	
	Executing			
7	Were transition activities performed as planned in the Transition Plan?	No	0	
8	Is the operations side environment prepared and ready to receive deliverables (facilities, equipment, people,…)?	No	0	
9	Has training been given to users and support teams?	No	0	
10	Are deliverables available to the requestor side?	No	0	
11	Are operational/maintenance activities ready to start?	No	0	
12	Is all project supporting documentation delivered to the Project Owner and operations teams?	No	0	
13	Are deliverables fully operational?	No	0	
14	Is support being given to the requestor side?	No	0	
15	Are all the project issues and corrective actions documented and resolved / closed?	No	0	
16	Is there a formal transfer of responsibilities to the Project Owner (PO) and operations teams?	No	0	
	Coordination			
17	Are resources (people, equipment, facilities, software,…) available for transition?	No	0	
18	Were sustainability, UX, security (physical and logical) and data protection issues taken into account?	No	0	
19	Has a list of planned maintenance / operational actions been provided to the requestor / operations team?	No	0	
	Quality of deliverables			
20	Were the quality assurance and control activities performed as planned, e.g. acceptance testing?	No	0	
21	Did deliverables meet requirements?	No	0	
22	Was the migration from the old stage to the new stage (integrity and availability of data, effectiveness of procedures, processes, facilities, equipment,...) validated by the Project Owner (PO) and by the Business Implementation Group (BIG)?	No	0	
23	Did the Project Owner (PO) approve deliverables?	No	0	
24	Were all the transition goals achieved?	No	0	
	Communication			
25	Were the updated transition activities and schedule communicated to all teams involved?	No	0	
26	Was the transfer of responsibility announced to all stakeholders?	No	0	

IT Specific Transition Checks		% of Compliance	0%	
#	Description	Answer		Comments
	Planning			
1	At the installation site, has the facility been inspected to assure that the site preparation is complete and ready for the installation?	No	0	*<Add here the justification for the answer given.>*
2	Is there a Data Conversion Plan documented, if applicable?	No	0	
	Executing			
3	Have stress, security and other tests been conducted?	No	0	
4	Have deliverables been tested in the acceptance environment?	No	0	
5	Have deliverables been validated in the production environment by end users and the Project Owner / System Owner?	No	0	
6	Have the hardware machines been tested?	No	0	
7	Has all equipment and software been retested after a repair, replacement or modification?	No	0	
8	At the completion of acceptance testing, has the physical configuration audit been conducted?	No	0	
9	Are all necessary modifications to the physical installation environment complete?	No	0	
10	Is there a formal approval from the Project Owner to deploy into production?	No	0	
11	Was the migrated data validated by the Business Implementation Group (BIG) and approved by the Project Owner (PO)?	No	0	
12	Were backups performed as planned?	No	0	
13	Were access rules modified to provide access to the system by the support staff and remove project team and other temporary user accesses from the system?	No	0	

Business Implementation Checklist

<Project Name>

<This checklist should be reviewed and customised (if needed), in a first stage, when planning business implementation. It should be based on the information presented in the Business Implementation Plan, but It can also help the Business Manager (BM) and the Project Manager (PM) to define the business implementation activities by identifying key controls. Despite this, the main purpose of the Business Implementation Checklist is to support the Business Manager (BM) and the Project Manager (PM) when verifying whether the business implementation activities were performed as planned.>

Business Implementation Checks		% of Compliance	0%	
#	Description	Answer		Comments
Planning				
1	Has an organisational impact assessment (on processes, on people, on culture,…) been performed?	No	0	*<Add here the justification for the answer given.>*
2	Has a business implementation strategy been defined, scheduled and communicated?	No	0	
3	Have project promotional activities been planned?	No	0	
4	Have post-project activities been identified?	No	0	
5	Has the Business Implementation Plan been documented and communicated?	No	0	
6	Were the business implementation activities (within the project) defined and scheduled in the Project Work Plan?	No	0	
7	Has a benefits tracking plan been developed and metrics defined?	No	0	
Executing				
8	Were the business implementation / change activities performed as planned?	No	0	
9	Has the Business Manager timely reported the changes and status of the business implementation activities?	No	0	
10	Have impacted processes, roles and procedures been updated, if applicable?	No	0	
11	Are business continuity procedures in place? Have these procedures been tested?	No	0	
12	Has a concrete training strategy been defined in order to cover all users needs?	No	0	
13	Have the training materials been reviewed and approved by the Project Owner?	No	0	
14	Has required training been conducted?	No	0	
15	Are training materials placed in the project repository?	No	0	
Coordination				
16	Were the User Representatives (URs) actively involved in the business implementation activities?	No	0	
17	Is a support team prepared to start supporting / maintaining project outputs?	No	0	
Communication				
18	Were all the impacted stakeholders informed about the organisational changes?	No	0	
19	Were project outcomes and benefits communicated through adequate channels, e.g. intranet, posters, leaflets, sessions,…?	No	0	
Post-project activities				
20	Were post-project activities scheduled and implemented?	No	0	
21	Were post-project recommendations analysed and implemented if adequate?	No	0	
22	Are benefits being tracked, analysed and reported?	No	0	

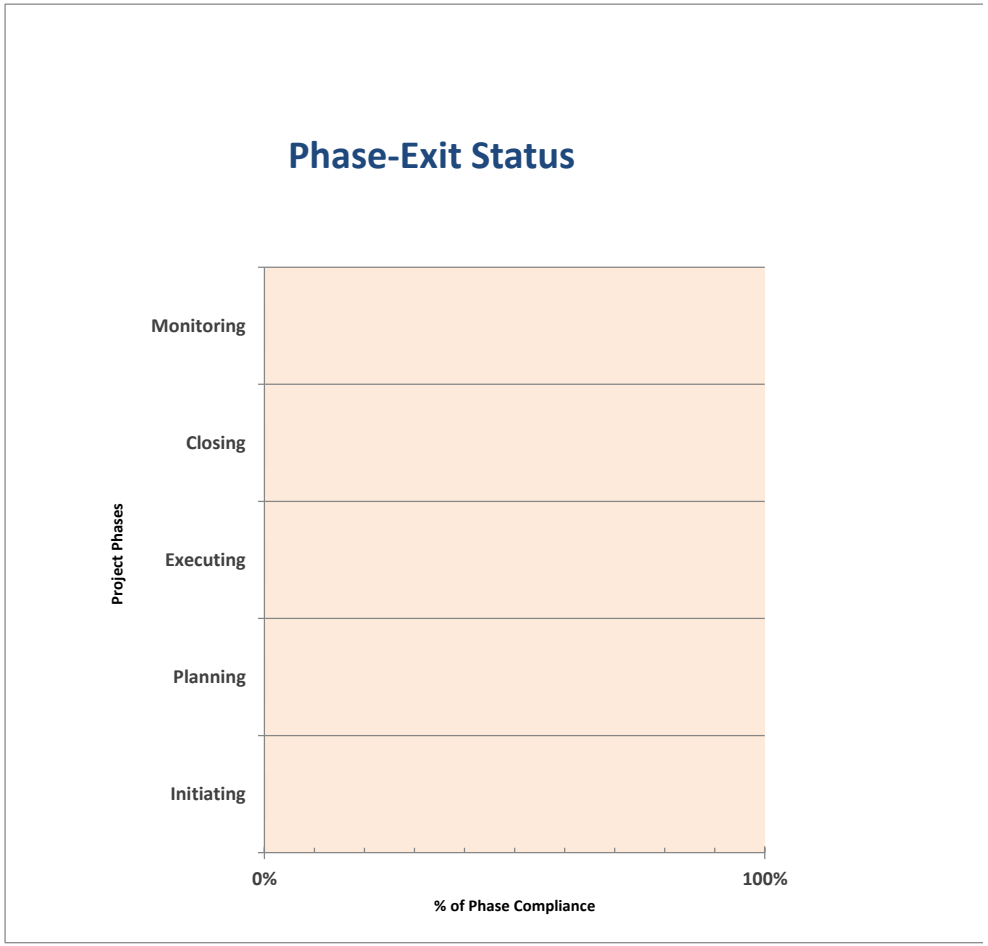
Stakeholders Checklist

<Project Name>

Stakeholders checklist	
DG / Unit:	<Name of the DG and Unit responsible for the project.>
Project Name:	<Name of the project.>
Project Owner:	<Name of the Project Owner.>
Business Manager:	<Name of the Business Manager.>
Solution Provider:	<Name of the Solution Provider.>
Project Manager:	<Name of the Project Manager.>
Reviewer Name:	<Name of the person performing the phase-exit reviews.>
Overall Compliance (%)	0%
Overall Phase-Exit Status:	

Area	Phase-Exit Status	% of Phase Compliance	Date	Already performed?
Initiating		0%	dd/mm/yyyy	No
Planning		0%	dd/mm/yyyy	No
Executing		0%	dd/mm/yyyy	No
Closing		0%	dd/mm/yyyy	No
Monitoring		0%	dd/mm/yyyy	No

Assessment Key:	
	Major key activities for the phase(s) weren't performed (50% of the key activities or more are still to be completed).
	Some key activities are still to be completed before the phase(s) can be closed (% of compliance between 51% and 80%).
	Nearly all the key activities for the phase(s) are complete (more than 80% of the key activities). The decision to move to another phase should be taken considering the relevance / adequacy of the remaining activities to the project and its specificities.



Initiating Phase Checks			Date:	dd/mm/yyyy
		% of Phase Compliance	0%	
#	Description	Answer	Score	Comments
1	Is the stakeholder matrix been created?	No	0	*<Add here the justification for the answer given.>*
2	Have the groups/individuals that will have an impact or will be impacted been identified?	No	0	
3	Is every group represented by a physical person ?	No	0	
4	Has the level of impact of the project for every stakeholder been defined?	No	0	
5	When defining alternative solutions (and making the SWOT analysis) has the preferred solution for every stakeholder been indicated?	No	0	
6	Is all input received from the key stakeholders taken into account and reflected in the project charter?	No	0	
7	Have agreements been made regarding the reviewing schedule?	No	0	
8	Has the Project Steering Committee (PSC) been established?	No	0	

Planning Phase Checks			Date:	dd/mm/yyyy
		% of Phase Compliance	0%	
#	Description	Answer	Score	Comments
1	Kick-off Meeting : have all the key stakeholders been identified?	No	0	*<Add here the justification for the answer given.>*
2	Kick-off Meeting : have the invited stakeholders confirmed their presence?	No	0	
3	Kick-off Meeting : has the agenda been sent upfront to the key stakeholders for comments?	No	0	
4	Kick-off Meeting : did you had a chat with the key stakeholders after the meeting?	No	0	
5	Have the key stakeholders agreed on how to monitor and control the project?	No	0	
6	Did you agree with the key stakeholders on the way to communicate (means, frequency, format, level of detail)?	No	0	
7	Did you inform the key stakeholders about the change process and the change log?	No	0	
8	Is the risk appetite of every stakeholder added to the stakeholder matrix?	No	0	
9	Has an agreement been made about the overall quality requirements (audits, KPI, …) with the key stakeholders?	No	0	
10	Have the requirements been reviewed and approved by the key stakeholders?	No	0	
11	Are the stakeholders clearly aware of the desired goals and outputs of the project (clear understanding on their activities and the time needed to perform them)?	No	0	
12	Has the Project Owner (PO) organised a formal announcement to the user groups about the transition and the way it will influence their way of working?	No	0	
13	End of phase : did you verifiy if all the stakeholders remain the same for the next phase?	No	0	
14	End of phase : did you thank the stakeholders that will leave the project?	No	0	

Executing Phase Checks			Date:	dd/mm/yyyy
	% of Phase Compliance		0%	
#	Description	Answer	Score	Comments
1	Kick-off Meeting : have the key stakeholders confirmed their presence?	No	0	*<Add here the justification for the answer given.>*
2	Kick-off Meeting : has the agenda been sent upfront to the key stakeholders for comments?	No	0	
3	End of phase : did you verifiy if all the stakeholders remain the same for the next phase?	No	0	
4	End of phase : did you thank the stakeholders that will leave the project?	No	0	
5	Have all needed acceptances been given by the stakeholders?	No	0	

Closing Phase Checks			Date:	dd/mm/yyyy
	% of Phase Compliance		0%	
#	Description	Answer	Score	Comments
1	Review meeting : is the Project Owner (PO) present?	No	0	*<Add here the justification for the answer given.>*
2	Is the Project Acceptance Note undersigned by the Project Owner (PO)?	No	0	
3	Have all stakeholders been thanked for their contribution to the success of	No	0	
4	Is an event been organised to celebrate the success of the project?	No	0	

Monitoring Checks			Date:	dd/mm/yyyy
		% of Compliance	0%	
#	Description	Answer	Score	Comments
1	Delays/budget overruns : have the key stakeholders been informed?	No	0	*<Add here the justification for the answer given.>*
2	Delays/budget overruns : has a Project Steering Committee (PSC) been organised?	No	0	
3	Business implementation : have regular updates been given to the Project Owner (PO) and relevant stakeholders?	No	0	

DG [Name]
Unit [Name]

Project-End Report

<Project Name>

Date: <Date>
Doc. Version: <Version>
Template Version: 3.1

This template is based on PM² v3.1

For the latest version of this template please visit the PM² Portal

Document Control Information

Settings	Value
Document Title:	Project-End Report
Project Title:	<Project Name>
Document Author:	<Document Author>
Project Owner:	<Project Owner (PO)>
Project Manager:	<Project Manager (PM)>
Doc. Version:	<Version>
Sensitivity:	<Public, Limited, High>
Date:	<Date>

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
		<Approve / Review>	

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

Configuration Management: Document Location

The latest version of this controlled document is stored in <location>.

<These notes should be deleted in the final version :>

Notes for Templates:

- Text in <orange>: has to be defined.
- *Text in <blue>:* guidelines and how to use the Template. Should be deleted in the final version.
- Text in green: can be customised. Should be recoloured to black in the final version.

TABLE OF CONTENTS

1. Introduction

The purpose of this report is to summarise and document all the key elements that are found during the life of the project and/or discussed during the project-end review meeting. The goal is to capture the overall stakeholder satisfaction, perform an overall evaluation of the project experience, and document lessons learned, best practices and offer post project recommendations.

Capturing lessons learned allows projects/project teams as well as the permanent organisation to benefit from the experience acquired during the project. Capturing ideas and recommendations for post-project work related to the operations of the product/service, is also invaluable for future projects.

<Summarise the effectiveness of the various project dimensions and project activities in each section below. Delete those sections that are not relevant to your project-end report or merge them as you see appropriate. At the end, summarise the over lessons learned for the entire project.>

This report should address the subjects described in the following sections.

2. Project Success

2.1. Effectiveness

<Summarise how effectively the product or service met the needs of the:

- *Customer/Client*
- *Performing organization*
- *Requirements*
- *Business as specified in the business case document*

Highlight specific project performance metrics.

Detail the outcome as best practices and lessons learned.>

2.2. Project Evaluation (Cost-Schedule-Scope-Quality)

<Summarise the effectiveness of the Management of the core project dimensions of (Cost, Schedule, Scope and Quality) throughout the project.

Highlight:

- *If the initial scope was stable and if the requirements were sufficiently managed.*
- *How project changes were managed (in conformity or not with the project change management plan)*
- *Significance of approved scope changes compared to the original project scope*

Compare the baseline versions of the project schedule and budget (planning) to the final versions (execution). Describe, evaluate and explain discrepancies. Were the initial estimates accurate?

Summarise compliance to the defined quality standards for project deliverables.

Identify and discuss specific issues related to the management of cost, schedule, scope and quality of the project.

Detail the outcome as best practices and lessons learned.>

3. Project Management Evaluation

3.1. Overall

<Present the overall effectiveness of the project management for this project.

- *Which aspects of the overall project management could have been done better?*
- *Was the level of tailoring and customization of the PM² Methodology, the implementation of the processes and the use of aftereffects effective?*

More specifically, you can use the sections below to discuss some of the most important project management aspects. Delete or merge any of the sections below as per your needs.>

3.2. Risk Management

- *<Summarize the effectiveness of risk management throughout the project, including the handling of risks related to sustainability, Data Protection and IT Security when relevant.*

Highlight:

- *Significant risks that were identified and occurred*
- *Significant risks that occurred but were not identified*
- *Effectiveness of the selected strategies and action plans for the risks that occurred*

Identify and discuss specific issues.

Detail the outcome as best practices and lessons learned.>

3.3. Stakeholder Management

<Summarize the effectiveness of stakeholder management in the project

Highlight:

- *Key stakeholders that weren't identified at project start*
- *Stakeholder management activities that were particularly effective*
- *Stakeholder management activities that could have been done better or should be avoided*

Identify and discuss specific issues.

Detail the outcome as best practices and lessons learned.>

3.4. Project Communications

<Summarise the effectiveness of the communication plan developed for the project

Highlight:

- *Communication activities that were particularly effective*
- *Communication activities that could have been done better or should be avoided*

Identify and discuss specific issues.

Detail the outcome as best practices and lessons learned.>

3.5. Issues and Conflict Resolution

<Summarise the effectiveness of issue and conflict management throughout the project.

Highlight:

- *Significant issues and conflicts*
- *Effectiveness of the issues management process for those issues*
- *Effectiveness of the resolution of any conflicts*

Were issues resolved before change control was needed?

Detail the outcome as best practices and lessons learned.>

3.6. Deliverables Acceptance

<Summarise the effectiveness of the deliverable's acceptance throughout the project, including specific consideration to the following aspects:

- *If deliverables involved personal data or critical systems, reflect on how the project team ensured that acceptance validated compliance with IT security and data protection requirements.*
- *Confirm final acceptance includes verification of sustainability objectives or user experience quality, if part of project goals.*

Highlight:

- *Significant deliverables*
- *Effectiveness of the acceptance plan for those deliverables*

Identify and discuss specific issues

Detail the outcome as best practices and lessons learned.>

4. Project Transition

<Summarise the effectiveness of the project transition, including the activities planned and executed for relevant objectives related to Sustainability, Data Protection, IT Security, UX

Highlight:

- *Significant milestones of transition*
- *Effectiveness of the activities planned and executed for those milestones*

Identify and discuss specific issues.

Detail the outcome as best practices and lessons learned.>

5. Business Implementation

<Summarise the effectiveness of the Business Implementation throughout the project.

Highlight:

- *Significant organisational change management impacts*
- *Effectiveness of the business implementation activities planned and executed for those impacts, including, if relevant, those related to Sustainability, Data Protection, IT Security, UX:*

Identify and discuss specific issues.

Detail the outcome as best practices and lessons learned.>

6. Governance and Team Evaluation

6.1. Performance of the Participating Organisation

<Summarise the effectiveness of the participating organisation within the context of this project.

Highlight:

- *Significant responsibilities of the participating organisation*
- *Effectiveness of the participating organisation in accomplishing their responsibilities*
- *The achievement of the solution validation activities by the stakeholders: the delivered solution meets the sustainability objectives, is also accessible, user-friendly, and aligned with user needs.*

Identify and discuss specific issues.

Detail the outcome as best practices and lessons learned.>

6.2. Performance of the Project Core Team

<Summarise the effectiveness of the project core team within the context of this project.

Highlight:

- *Significant responsibilities of the project core team*
- *Effectiveness of the project core team in accomplishing their responsibilities*

Identify and discuss specific issues.

Detail the outcome as best practices and lessons learned.>

7. Lessons Learned and Best Practices

<Summarise the lessons learned and any recommended best practices for the whole project. You can also suggest next steps required to implement any improvement ideas.

You can organise and present these in categories (e.g. technical, governance, project management, risk management, sustainability, Data Protection, IT Security, Data Protection etc.>

8. Post Project Recommendations

<Summarise any improvement opportunities or recommendations for post-project work related to the operations of the product/service, such as extensions, maintenance, ideas for follow-up projects, etc.

Highlight:

- *Suggestions for follow up activities, such as sustainability, Data Protection and IT Security.*
- *Suggestions for follow-up projects.*
- *Suggestions for follow-up activities related specifically to business implementation and organisational change, and in verifying that the intended benefits will be realised.>*

Appendix 1: References and Related Documents

<Use this section to reference (or append if needed in a separate annex) any relevant or additional information. Specify each reference or related document by title, version (if applicable), date, and source (e.g. the location of the document or the publishing organisation).>

ID	Reference or Related Document	Source or Link/Location
1	*<Example of a related document>* *<04.Project_Handbook.XYZ.11-11-2013.V.1.0.docx>*	*<Example of a location>* *< U:\METHODS\PM²@EC\Documents\>*
2	Project folder	*<Insert project folder location.>*
3	*<Example of a reference>* *<"The Communication on Risk Management, SEC (2005)1327">*	*<Example of a source>* *<20/10/2005, European Commission>*

PM² Programme Management Methodology
Artefacts Templates *Based on PM² v 3.1*

Contact us:
ec-pm2@ec.europa.eu
https://pm2.europa.eu/pm2-methodologies/pm2-programme-management