PM²

Methodologies Suite

Highlights

PM² Project Management Methodology

PM²-PgM Programme Management Methodology

PM²-PfM Portfolio Management Methodology



EN

2025 Edition

Project Management
Methodology

Programme Management
Methodology

Portfolio Management
Methodology



PM² Project Management Methodology

Highlights

- About PM²
- The PM² Project Lifecycle
- Monitor & Control
- Governance
- Key Artefacts
- About PM²-Agile
- PM² Mindsets
- Quick Start Tips

About PM² and Projects

What is Project Management?

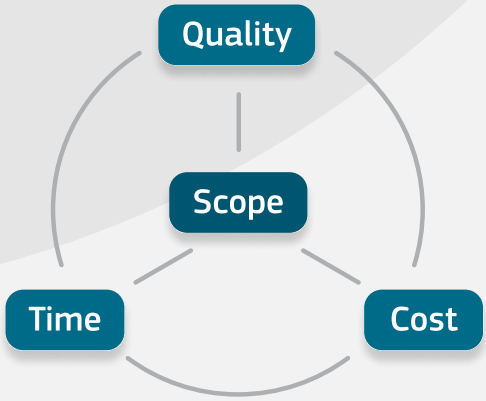
Project management is the disciplined work of designing and delivering, under agreed constraints and priorities, the best approach to achieve a project's business objectives. It plans, organises and monitors resources, and steers decisions and corrective actions so scope, time, cost and quality targets stay aligned.

Why do we do Projects?

Projects are initiated to solve a defined problem, satisfy a need, or pursue an opportunity. They deliver outputs which, when used create outcomes and benefits, moving the organisation to an improved state and supporting its strategic objectives and expected ROI.

What is a Project

A project is a temporary organisational investment, with a temporary governance set-up and team dynamics, created to implement a chosen solution. It is defined by a unique set of objectives for scope, time, cost and quality (and their priorities). Outputs are a means to enable outcomes that realise business objectives and benefits.



Key project characteristics

Temporary
Start & End

Unique
Non routine

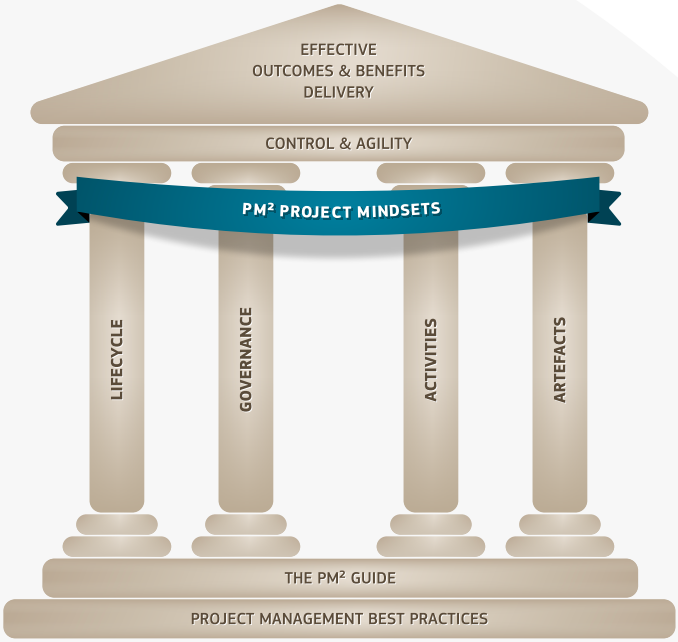
Output/Deliverables
Product or Service

Constraints
Such as Schedule, Budget, Policies, Culture

- **Temporary** means that the project has a well-defined end.
- **Unique** output means that the project's deliverables have not been created before. They may be similar to other deliverables, but there will always be a certain level of uniqueness to them.
- The project is defined, planned and executed under certain **constraints** related to schedule and budget, related to the project's organisational environment and culture, capabilities, available capacity, etc., or other external constraints.
- The output of a project may be a **product** (e.g. a new application), or a **service** (e.g. a consulting service, a conference or a training).

The PM² Methodology Architecture

PM² is an effective and lean project management methodology. It incorporates elements from a wide range of globally accepted project management best practices and operational experience from EU Institutions. The purpose of PM² is to help the Organisations implement Project Management by providing a concise and complete framework within which effective project management can take place.



PM² is supported by four pillars:

I a project **governance** model (i.e. Roles & Responsibilities).

II a project management **lifecycle** (i.e. the Project Phases).

III a set of project management **activities**.

IIII a set of project **Artefacts** (i.e. documentation templates and guidelines).

The spirit of PM² is further defined by the PM² Project **Mindsets**, which provide a common set of beliefs and values for PM² project teams.

The PM² Methodology provides answers to the following fundamental questions:

What project management activities need to be performed to manage the project? What are the desired outcomes of each management activity or artefact produced?

When do the project management activities need to be executed or management artefacts produced? How often (for recurrent activities)?

Why do we need a methodology? Why should we be executing a specific project management activity? Why should we be producing the recommended project artefact? Why is an activity or artefact needed in a specific phase or to be executed with the recommended frequency?

How will each activity and artefact be implemented? What are the skills required? What are the tools, techniques or technologies that will be used?

Who is responsible for each management activity or artefact? What is the distribution of responsibilities among the project team?

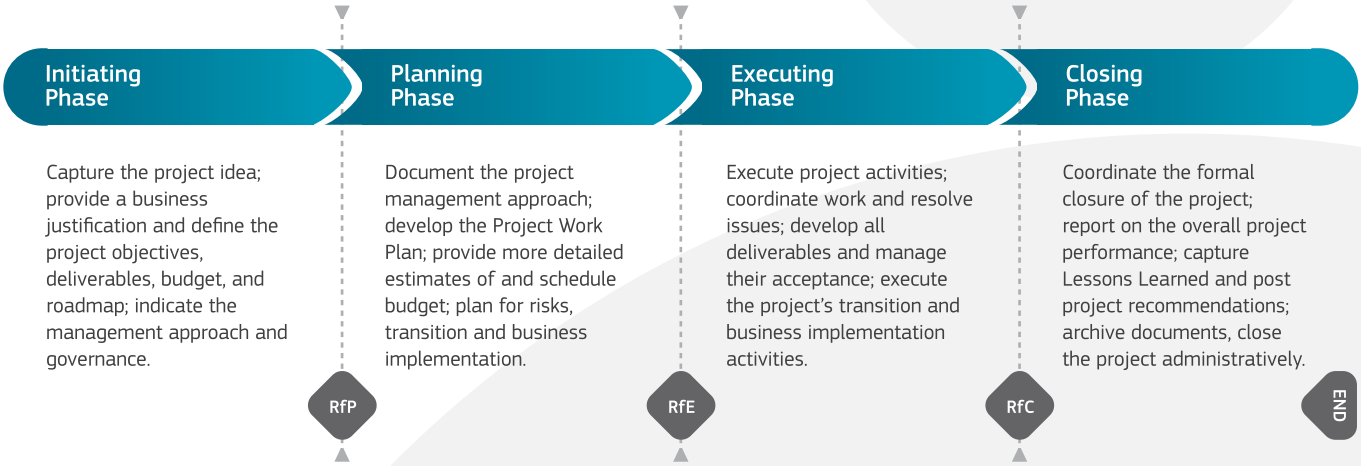
The PM²-Project Lifecycle

All projects progress from initiation to delivery and closure. PM² structures this journey by dividing the overall duration into distinct Phases.

Each Phase groups together the management activities and artefacts that typically belong to the same stage. This helps teams organise work, clarify near-term objectives, and apply the right level of planning and control before moving forward.

Project Phases

PM² provides a simple and effective lifecycle which organises project management activities into **4 sequential and non-overlapping** Phases (Initiating, Planning, Executing, and Closing) and into one overarching Process (Monitor & Control).



Phase Gates

In each of the PM² Phases, specific project management objectives need to be achieved. Based on the degree to which these objectives have been achieved, the project can be allowed to move forward to the next Phase.

At the end of each phase, the project passes through a review and approval gate. Phase Gates allow the project to proceed in a more controlled way by providing quality control points which contribute to the overall management quality. This ensures that the project is appropriately reviewed before it moves on to the next phase, with an assessment of whether the activities, outputs and objectives set for that Phase have indeed been achieved.

- RfP — **Ready for Planning**: at the end of the Initiating Phase.
- RfE — **Ready for Execution**: at the end of the Planning Phase.
- RfC — **Ready for Closing**: at the end of the Executing Phase.
- END — **Project Ended**: with the completion of the Closing Phase.

Monitor & Control

Monitor & Control activities span the full project lifecycle. Monitoring provides an accurate view of progress against the baseline plans and agreed targets. Control turns that insight into action by deciding and implementing corrective measures when performance deviates, ensuring delivery remains aligned with approved objectives.



The PM² Monitor & Control process groups together a number of recurrent project management activities.

These activities ensure that the project progresses as planned and that corrective actions are taken when either project delivery or project management activities deviate from plan, or when actual results differ from the expected outcomes.

Activities

Manage Project Objectives

Track scope, schedule, cost and delivery-quality against the baselines; forecast trends; and trigger corrective actions or trade-offs early, so the project remains aligned with the approved objectives.

Manage Project Change

Capture, assess and route change requests through agreed governance; quantify impacts on scope, time, cost and quality; and ensure approved changes are integrated into plans, logs and work packages.

Manage Risks

Identify and assess threats and opportunities; agree response strategies (mitigate, avoid, transfer, accept); assign owners; and monitor exposure so risk responses remain effective as conditions and assumptions shift.

Manage Issues

Log issues that have materialised; prioritise and assign actions; escalate when thresholds are reached; and track resolution and decisions so blockers are removed quickly and accountability stays clear.

Manage Stakeholders & Communications

Maintain a live view of stakeholder expectations and influence; engage key groups through two-way channels; and transparently share status, risks and decisions using the Communications Plan and agreed freequency .

Manage Quality

Assure the quality of project management; run phase assessments gates, reviews and audits; address non-conformities; and improve ways of working to ensure project management quality.

Manage Deliverables Acceptance

Orchestrate formal reviews, testing and sign-off against agreed acceptance criteria; record approvals and non-conformities; and ensure deliverables are ready for handover without last-minute surprises.

Manage Lesons

Capture learning from events, meetings and milestones; validate what worked and what failed; convert insights into improvements; and feed them into the repository so future projects avoid repeat errors.

Manage Integration & Transition

Coordinate deployment and handover of outputs to operations; align readiness, support, documentation and training; and manage cut-over activities so the organisation moves to the new state with minimal disruption.

Manage Business Implementation

Drive adoption of the new solution by executing change, training and communications; monitor uptake and capability; and plan post-project actions so outcomes and benefits are realised in operations.

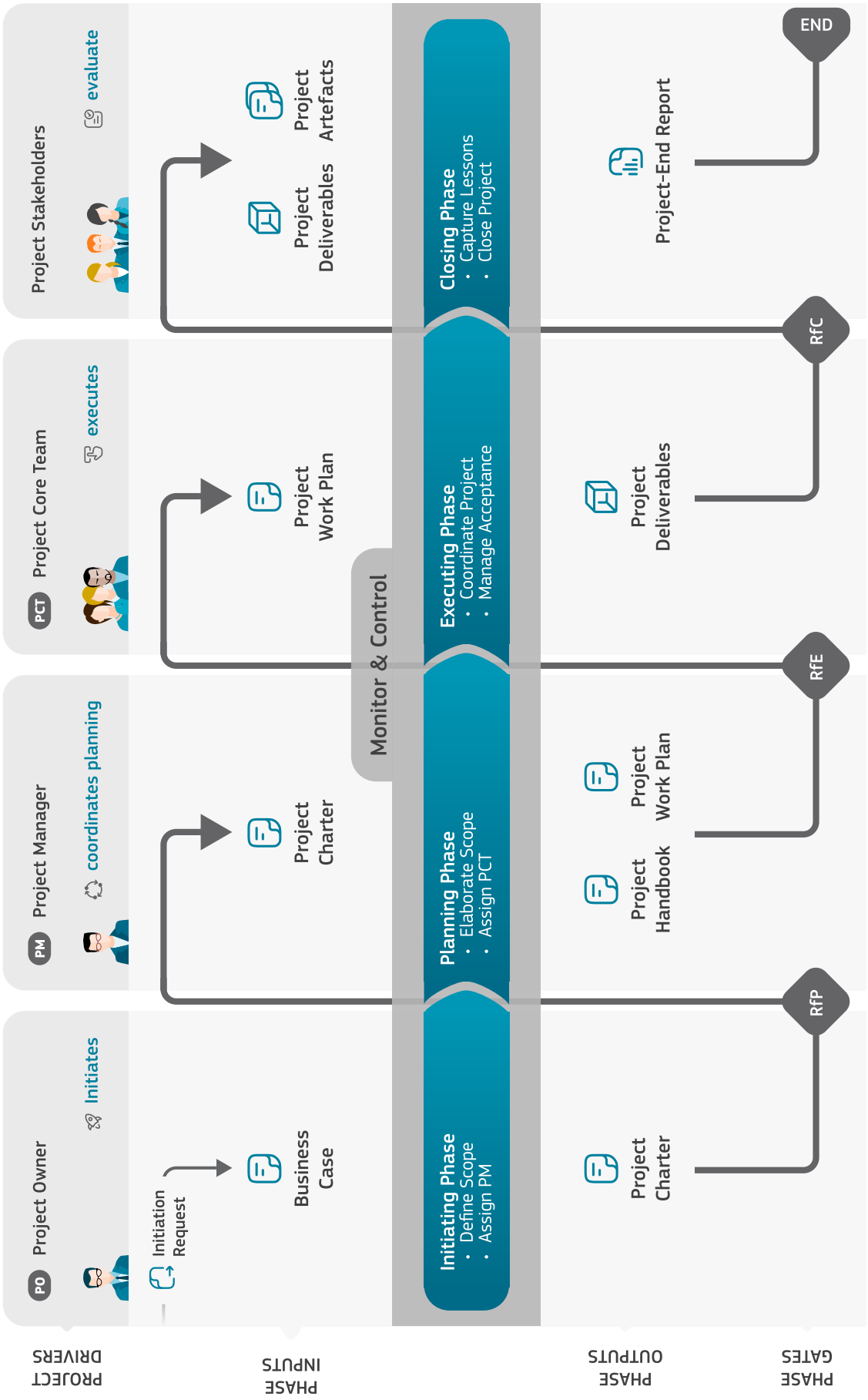
Manage Outsourcing & Procurement

Manage suppliers and contracted work against the outsourcing/procurement approach; monitor service levels, costs and schedules; handle contract changes and risks; and validate interim and final deliverables.

Manage Reporting

Produce tailored reports that summarise performance, milestones, forecasts and log status; present them in project forums; and archive them so stakeholders can take informed decisions on evidence.

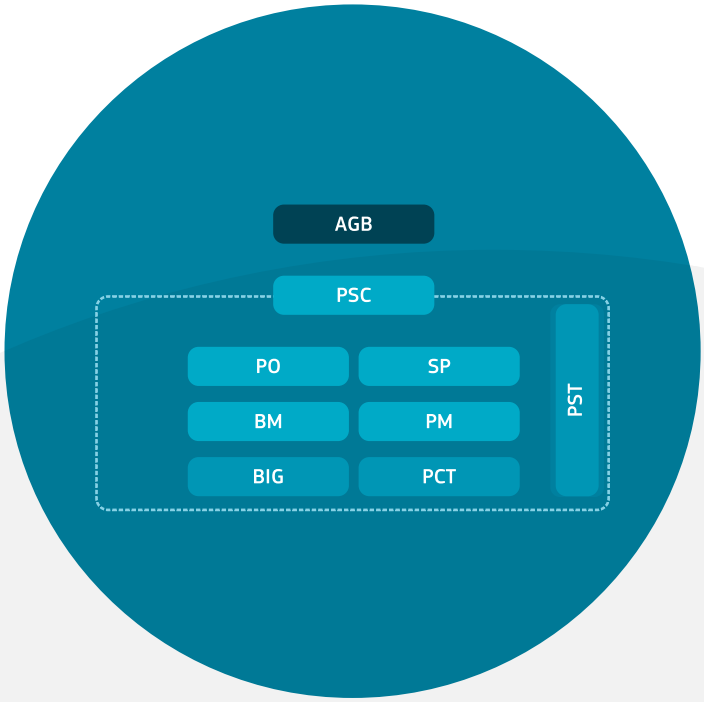
PM²-Project Swimlane Diagram



Governance

Project governance is the framework within which project management decisions are made. It defines all project roles and their associated responsibilities.

The project management Roles are essentially defined by the management responsibilities assigned to them, whereas responsibilities describe what each role needs to be concerned with, their domain of (management) work and level of authority.



Governing Layer

AGB

Appropriate Governance Body (AGB)
As the ultimate decision-making body, the AGB approves the project idea and budget and authorises the Planning and Execution of the project. It can also authorise the termination of the project.

Steering Layer

PSC

Project Steering Committee (PSC)
The Project Steering Committee (PSC) comprises the Project Owner (PO), the Business Manager (BM), the Solution Provider (SP) and the Project Manager (PM). Other expert roles can participate as needed. The Project Steering Committee (PSC) safeguards the project management quality and helps to steer the project.

Directing Layer

PO

Project Owner (PO)
The Project Owner (PO) is accountable for the project's success, whereas the day-to-day management of the project is delegated to the Project Manager (PM), who focuses on achieving the project's objectives.

SP

Solution Provider (SP)
Provides resources, ensures delivery quality, and manages outsourcing.

Managing Layer

BM

Business Manager (BM)
Responsible for realising the intended benefits, based on the project's outcome(s).

PM

Project Manager (PM)
Responsible for most project management activities with a focus on the realisation of the project's scope within the time, cost and quality goals set.

Implementation Layer

BIG

Business Implementation Group (BIG)
Assists the Business Manager (BM) in project definition and Business Implementation planning and execution.

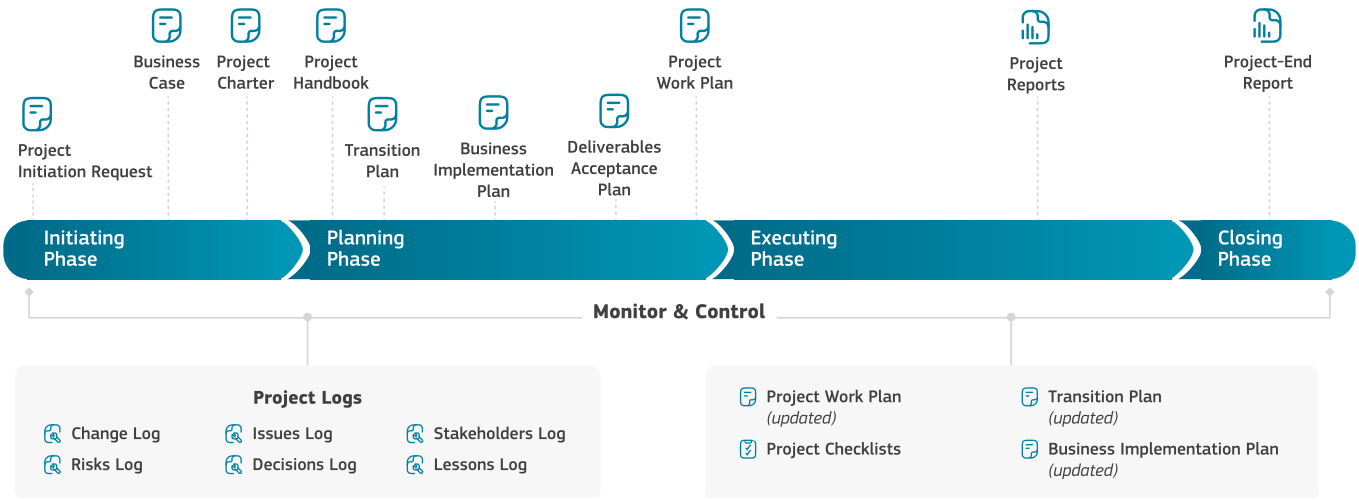
BIG

Project Core Team (PCT)
A team of specialist roles that carry out the project work and produce the project deliverables, coordinated by the Project Manager (PM).

PST

Project Support Team (PST)
Supports the Project Management Layer on management-related activities.

Key Artefacts



Selected Descriptions

Project Initiation Request

Captures the project idea with a high-level description of the business context and the desired outcomes.

Project Business Case

Presents the project goals and provides both a business justification for the funding of the project investment.

Project Charter

Defines the project objectives of scope, time, cost, and quality, the project deliverables, the work packages, and the project's roadmap and budget.

Project Handbook

Describes the overall project management approach, along with the responsibilities of each project management role.

Project Work Plan

Documents the project work packages, activities and deliverables, as well as the detailed schedule and budget.

Transition Plan

Documents the activities relating to the integration and transition of the results of the project.

Business Implementation Plan

Documents the project's business implementation activities, along with the benefits realisation plan.

Project-End Report

Summarises the project's overall performance, captures important lessons learned, and post-project recommendations.

Project Logs

Logs are a set of documented records that help in tracking and managing critical aspects of the project. These logs serve as essential tools for capturing, and managing stakeholders, changes, risks, issues, decisions, and lessons throughout the project lifecycle.

Project Reports

Project Reports provide structured, time-based updates on progress and performance against the baselines. They consolidate key information on schedule, cost, scope, quality, risks, issues, changes, deliverables status and upcoming milestones, enabling timely decisions, escalation where needed, and transparent stakeholder communication.

Project Checklists

Are structured lists that outline key activities, goals, and criteria necessary to manage various aspects of a project's lifecycle effectively. They serve as practical tools to ensure that all necessary steps are considered throughout the project management process.

About PM²-Agile

PM²-Agile adds an Agile delivery layer to a PM² project. It preserves PM² governance, roles and decision-making, while enabling iterative delivery through an Agile Project Core Team and timeboxed planning and review cadences.

PM²-Agile complements PM² for projects with agile practices, while keeping decisions and controls at the managing and directing layers. It clarifies key tailoring choices, planning horizons (releases/iterations), reporting links to PM² status and progress, and how risks, issues and changes are handled across the full project organisation.



Key characteristics of Agile:

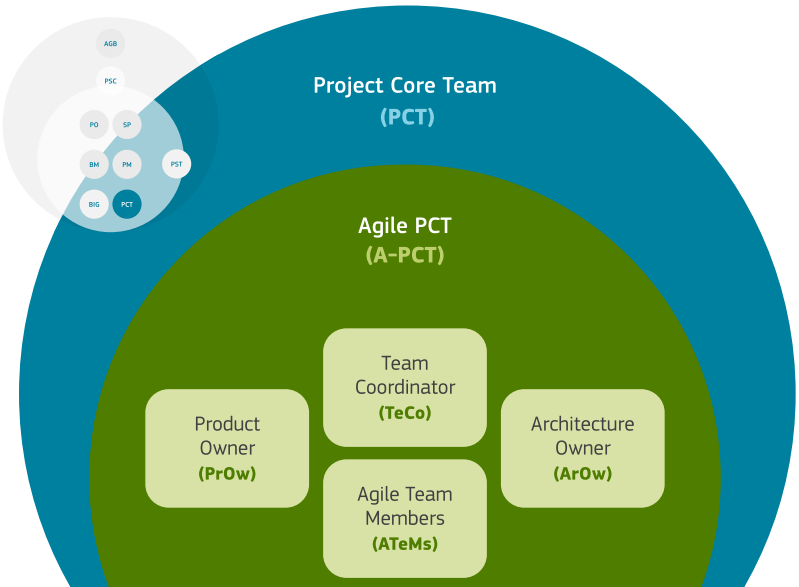
- Focus on delivering value early and frequently
- Decisions are based on what is know.
- Close collaboration between all parties involved
- Continuous stakeholder involvement at all levels
- Just enough up-front planning and documentation
- Plans created with the involvement of team members
- Incremental development with short cycles
- Scope management by continuous (re)prioritisation of work items
- Embracing change, continuous learning and improvement

Benefits of Agile:

- A lean management approach
- Delivers value early and frequently
- Increased team collaboration and stakeholder engagement
- Higher team productivity, moral and ownership
- Early, frequent and predictable delivery
- Reduced delivery risk
- Enhanced ability to adapt to changing requirements
- Increased focus on business value
- Improved quality of deliverables
- Increased Stakeholder satisfaction

PM² Agile Governance

PM²-Agile governance extends the standard PM² model by keeping the directing and managing layers unchanged, while adding an Agile delivery core within the Project Core Team. The Agile Project Core Team operates using timeboxed planning, review and adaptation cycles to provide regular inputs for reporting, escalation and change decisions. These roles clarify accountabilities for facilitation, prioritisation, architecture and delivery execution.



Team Coordinator (TeCo)

Acts as a facilitator and team coach. Creates and fosters the conditions to allow the team to be focused on achieving specific objectives and being successful.

Product Owner (PrOw)

Represents mainly the requestor and end-users perspectives and concerns. Understands the needs and priorities of the stakeholders.

Architecture Owner (ArOw)

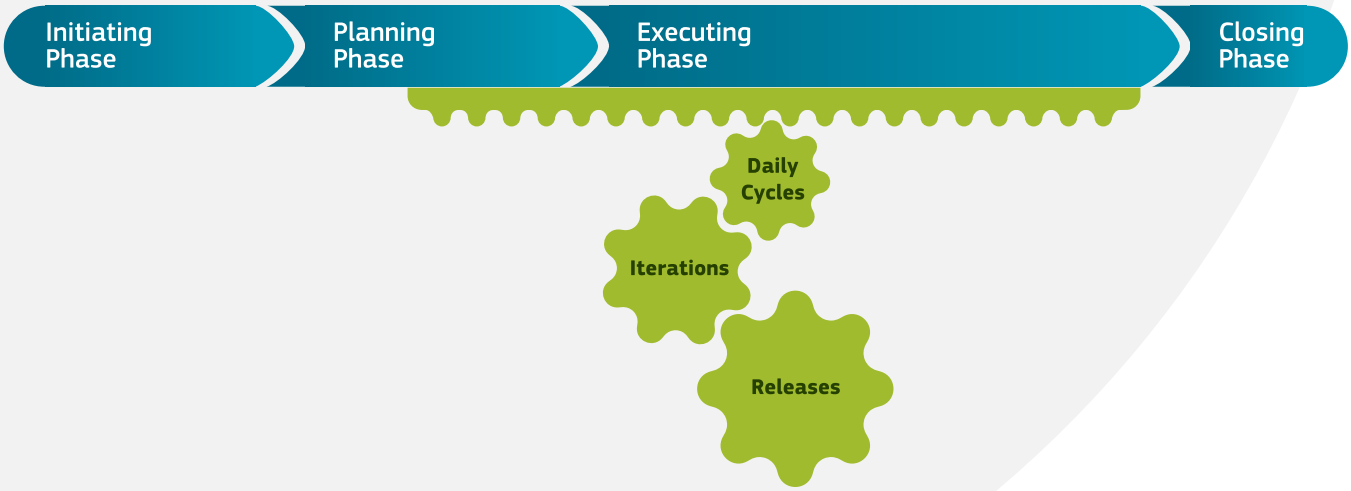
Responsible for architecture decisions. Facilitates the creation and evolution of the overall solution design and ensures it follows the Organisation's Enterprise Architecture principles.

Agile Team Member (ATeM)

Focuses on development of the solution. Encompasses different disciplines of development such as architecture, analysis, design, planning and estimation, development and testing.

PM² Agile Lifecycle

From an Agile perspective, projects may have several releases as a result of the incremental progress achieved in one or more iterations. Additionally, the output of each iteration is the result of the incremental progress achieved every day. This multilevel approach spans mainly the Executing Phase of the project, and at all three levels (i.e. Releases, iterations, and daily cycles), value is delivered and feedback is collected.



PM² Agile Artefacts

Documenting the work planned and performed in the Agile layer is critical in increasing transparency and coordination between the different layers of the PM² project organisation (i.e. between the directing, managing and performing layers). Supporting PM²-Agile is a set of artefacts used to capture and document information regarding the management approach and Agile Project Core Team (A-PCT) activities, milestones, issues and progress reporting.

Descriptions of Key PM² Agile Artefacts

Development Handbook

Explains how PM²-Agile is applied in the project and how it connects to the Project Handbook. It records tailoring choices (what is adapted and why), Agile roles, selected artefacts/tools, and how delivery progress is tracked and reported. Updated iteratively, it becomes a stable reference for onboarding, governance discussions, and end-of-project review.

Agile Logs

Extend Project Logs to capture delivery-specific risks, issues, decisions, and changes emerging from agile work, ensuring traceability and visibility of impacts at project level. They support monitoring and forward-looking control (e.g., emerging dependencies, impediments, change effects), and enable structured handover/ escalation between Project Manager and Agile team. They also include testing evidence and retrospective outputs.

Development Work Plan

Consolidates the Work Items List with Release and Iteration Plans to steer delivery, prioritisation, and forecasting. It is revised as priorities, estimates, and delivery capacity evolve, and it is kept aligned with project-level milestones because it feeds the Project Work Plan. Typically maintained in a backlog/board tool or other standard template.

Development Reports

Provides development status and progress information that can be understood at managing-layer and governance level, translating agile metrics and delivery signals into project reporting. It summarise what was delivered, what is next, key changes, major risks/issues, decisions needed, and actions underway, with ad hoc updates triggered by high-impact developments. It is made part of the Project Status Report.

PM²-Project Mindsets



Mindsets are the glue that holds the four PM² pillars together. They provide a common set of beliefs and values for all project practitioners. The PM² Mindsets are the attitudes and behaviours that help organisations and teams focus on what is important in achieving their project and project management objectives. They help project teams navigate the complexities of managing projects within their organisations and make PM² for projects both more effective and more complete.

Teams that practice PM² for projects:

1. **Apply PM²** best practices to manage their projects.
2. **Remain mindful** that methodologies are there to serve the needs of their projects, not the other way around.
3. Maintain an **outcomes orientation** in relation to all project **and** project management activities.
4. Are **committed to** delivering projects with **maximum value** rather than just following plans.
5. **Foster** a culture of collaboration, clear **communication**, and **accountability** within the project.
6. **Assign** project roles to the most **appropriate** people for the benefit of the project.
7. **Balance** the project management Ps, such as purpose, politics, and plan in the most productive way possible.
8. **Invest** in developing the personal competences necessary to **become better** project contributors.
9. **Involve** stakeholders in the planning and executing of the project's **business implementation** activities.
10. **Share knowledge**, actively manage Lessons Learned, and contribute to the **improvement** of project management within their organisations.
11. Draw **inspiration** from the PM² Guidelines on Ethics and Professional Virtues.



IAQs

To remain mindful of the PM² Mindsets, project managers and team members should ask themselves the following important Infrequently Asked Questions (IAQs):

Do we know what we are doing?

Tip: Develop a clear and shared project vision and define the project objectives and boundaries.

Do we know how to do it?

Tip: Manage the project using a holistic approach and optimise the whole project, not just parts of it. Actively manage the integration of project deliverables and coordinate the transition and business implementation activities. Follow a process but stay Agile to address the complexities that emerge and try to regularly remind yourself why you are doing something.

Do we know why we are doing it? Does anyone really care?

Tip: Make sure your project matters. Understand its goals, value and impact, and how it relates to the organisational strategy. Define upfront what project success is and deliver maximum value and real benefits, not just outputs.

Is this important?

Tip: Everything is NOT equally important. Identify, and agree on, the project's Critical Success Criteria (CSC), Minimum Viable Product (MVP) and Critical Success Factors (CSFs) and allocate effort and attention both tactically and strategically for the benefit of both the project and project management goals.

Do we know who is doing what?

Tip: Know what you should be doing, and make sure others know what they should be doing as well. Clearly define and understand roles, responsibilities, and accountabilities.

Are the right people involved?

Tip: People make project work. The primary criterion for involving people and assigning project roles should be to serve the needs and objectives of the project—not politics, friendship, functional hierarchy, proximity, or convenience.

Deliver at any cost or risk?

Tip: Show respect for people's work and organisational funds and avoid high-risk behaviour and tactics. Always keep in mind that it is not just about the end result - how you get there also matters. Manage your projects based on positive values and principles.

Is this a task for "them" or for "us"?

Tip: Make sure that client and provider groups work as one team towards a common goal. Real teamwork really works; so foster clear, effective, and frequent communication while allowing for the necessary autonomy and control that teams need to be creative and effective.

Should I be involved?

Tip: Contribute from any position. Be proud of the skills, value, and positive attitude you bring to the project. Help everyone who needs to be involved get involved. Promote and facilitate the contributions of all stakeholders.

Have we improved?

Tip: Commit to ongoing self- and organisational improvement by gathering and sharing knowledge. Project teams should reflect on how they can become more effective and adjust their behaviour accordingly.

Is there life after the project?

The product (or service) lifecycle has just begun! Make sure you have contributed to its success.

Quick Start Tips

The purpose of this section is to help you get started with using PM² for project management. Naturally, you will want to learn more about PM², but keep in mind that you do not need to become an expert before initiating your projects. Below, you will find some Quick Start Tips, which aim to jump-start your project with PM².

1 Discover the available PM²-Project resources:

- Review the PM²-Project Guide.
- Consult the PM²-Project resources available online (e.g. articles, templates, discussions, etc.).
- Follow a project management training.
- Share these resources within your organisation, teams, and stakeholders.

2 Develop a higher degree of Project orientation:

- Understand the benefits of organising work as projects.
- Take the PM²-Project Mindsets on board.
- Get your organisation, team, and stakeholders on board.

3 Organise a kick-off meeting:

- Formally kick off the process of using PM²-Project for a new (or existing) project.
- Ensure the right people are involved.
- Ensure that the basics of PM²-Project and Project Management are clear to the parties involved.

4 Clearly define the Project's Governance:

- Discuss the project Governance and assign the Project Roles.
- Review the Responsibilities and achieve clarity.
- Clearly distinguish the Project Roles & Responsibilities from the Functional Roles & Responsibilities.

5 Document the project's relevance to the organisation's priorities:

- Capture the project's goals and boundaries.
- Provide a clear business justification.
- Identify the project's stakeholder needs.
- Capture the high-level business risks, assumptions, and constraints.

6 Define the Project's management approach and documentation needs:

- Tailor PM²-Project.
- Create the Project Handbook to define the management approach.
- Define what project artefacts (documentation) are required.

7 Produce the Key Project Artefacts

- Set up the Project Logs (Change, Issues, Risk, Decisions, Stakeholders and Lessons Logs).
- Create a Project Charter with a project description, a project budget, and a roadmap.
- Establish a Project Work Plan.
- Document the Transition and Business Implementation objectives and activities.

8 Plan the Project's Monitor & Control activities.

- Understand the project's monitoring and controlling needs.
- Define the project monitoring and controlling activities.
- Put in place the information gathering infrastructure required for project reporting.

9 Develop a plan on how to keep your project Stakeholders engaged and informed.

- Identify the Project's key Stakeholders.
- Prepare a communications and Stakeholder engagement plan.
- Involve Stakeholders and keep them informed from the beginning.

Programme Management
Methodology

Portfolio Management
Methodology

Project Management
Methodology



PM²

Programme Management Methodology

Highlights

- What is PM²-PgM?
- The PM²-PgM Lifecycle
- Monitor & Control
- Governance
- Key Artefacts
- PM²-PgM Mindsets
- Quick Start Tips

What is PM²-PgM?

The purpose of PM²-PgM is to enable Organisations and teams to deliver solutions and benefits to their stakeholders through the effective management of initiatives which have been initiated as programmes.

The application of a Programme Management Methodology within an organisation formalises its Programme Orientation. It helps to define the governance, management activities, documentation artefacts, required to:

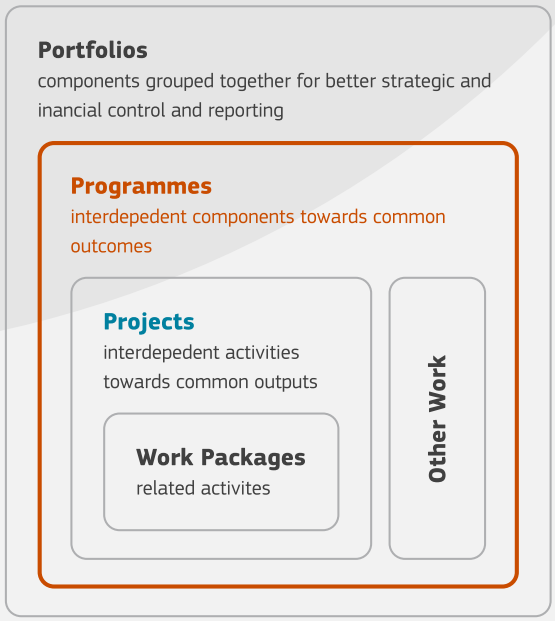
- establish a link between the organisation's strategy and programme and project objectives.
- set-up effective programme governance teams.
- initiate, plan, execute, monitor & control programmes.
- define well-coordinated projects that deliver their outputs in a timely fashion and realise the intended outcomes & benefits.
- manage cross-project dependencies or issues and effectively manage changes and risks.
- properly close the programme and its project components.

PM²-PgM presents an effective standalone programme management methodology. The PM²-PgM Guide encapsulates globally accepted best practices from other methods and standards form PMI, AXELOS, IPMA, and the European Union Institutions, as well as the contributions of experts and practitioners.

The strategy chosen is to provide programme management guidelines that are lean, user-centric and that effectively describe the PM²-PgM Model to a broad and varied audience. It provides a management Model which is compatible with the way projects and programmes can be managed within the majority of Organisations (i.e. Matrix and Functional Organisations).

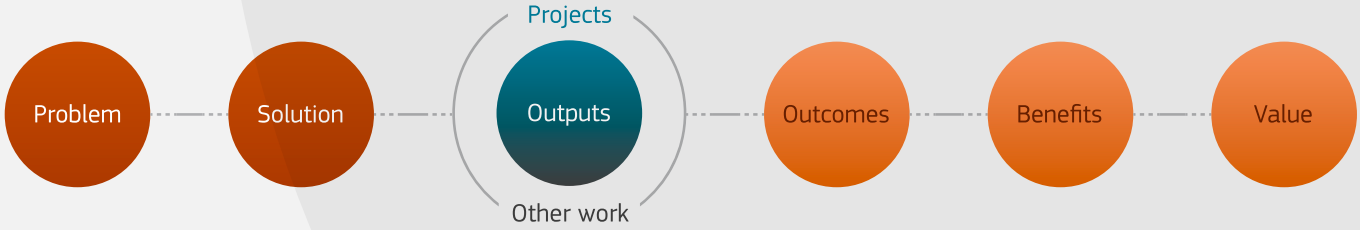
What is a Programme?

A Programme is temporary flexible structure which consist of a number of interrelated projects and other work (i.e. the programme components) which are grouped together (either after being initiated because of the programme, or after being made part of the programme), and whose delivery facilitate the realisation of the programme goals and intended benefits.



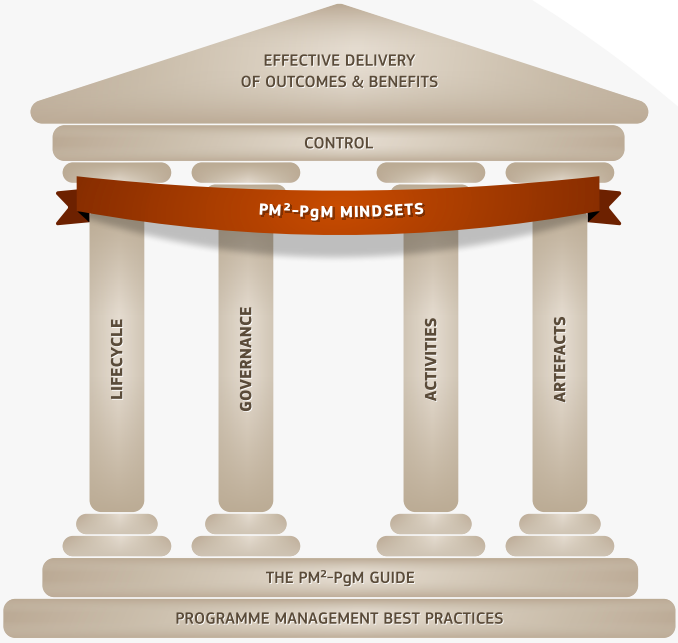
From Problem to Value

Programmes are temporary, flexible structures composed of interrelated projects and other work, designed to deliver coordinated outputs that lead to outcomes, benefits, and lasting value.



PM²-PgM Pillars

PM²-PgM programme management is open, effective, and lean. It incorporates elements from a wide range of globally accepted programme management best practices and operational experience from EU Institutions.



I a **governance** model presenting roles & responsibilities.

II a linear management **lifecycle**, dividing the life of a programme to discreet management phases.

III a set of iterative **management activities** that are executed throughout the programme.

IIII a set of recommended management **Artefacts** (i.e. documentation templates)

The spirit of PM²-PgM Methodology is defined by the Programme **Mindsets**, which provide a common set of beliefs and values for organisations and teams implementing PM²-PgM.

The PM²-PgM Methodology provides answers to the following fundamental questions:

What programme management activities need to be performed to manage the programme? What are the desired outcomes of each management activity or artefact produced?

When do the programme management activities need to be executed or management artefacts produced? How often (for recurrent activities)?

Why do we need a methodology? Why should we be executing a specific programme management activity? Why should we be producing the recommended programme artefact? Why is an activity or artefact needed in a specific phase or executed with the recommended frequency?

How will each activity and artefact be implemented? What are the skills required? What are the tools, techniques or technologies that will be used?

Who is responsible for each management activity or artefact? What is the distribution of responsibilities among the programme team?

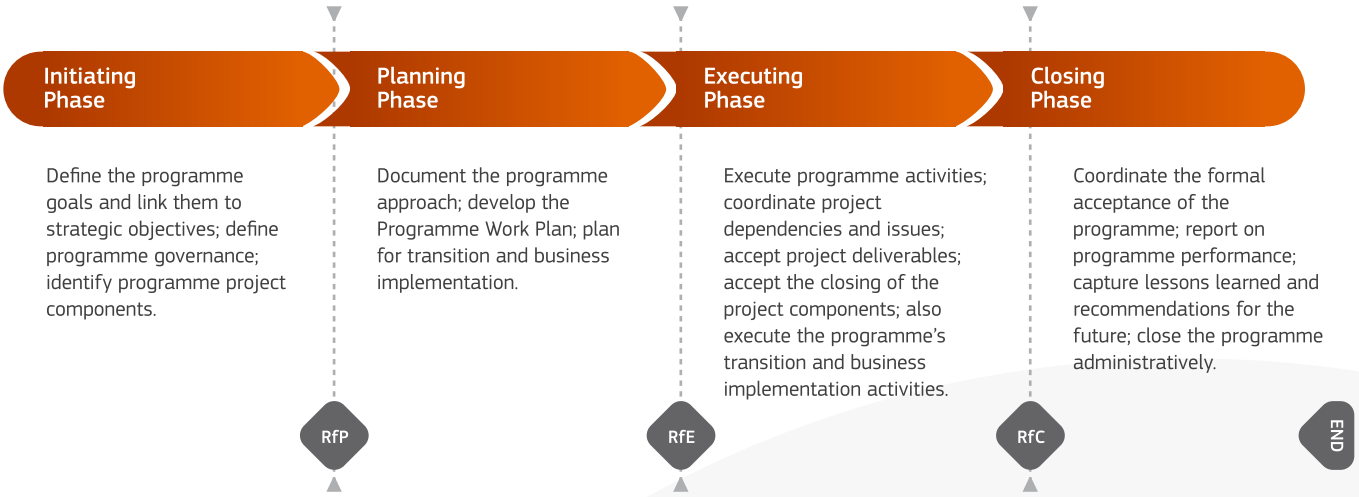
The PM²-PgM Lifecycle

All programmes have a beginning, a middle, and an end. Since programmes can last for a long time, it is useful to divide their overall timespan into smaller periods called Phases. This division is done based on the common characteristics of the management activities executed during that period. In other words, the PM²-PgM Phases group related programme management activities together and help the programme to focus on the phase activities and their objectives.

Phases

PM²-PgM provides a simple and effective Lifecycle which organises programme management activities into four sequential and non-overlapping Phases (Initiating, Planning, Executing, Closing) and into one overarching process (Monitor & Control).

Note that even though the names of the aforementioned PM²-PgM Phases are identical to the PM²-PM Phases, the programme management lifecycle is distinct from the project management lifecycle.



Phase Gates

During each of the PM²-PgM Phases, specific programme management objectives need to be achieved. The programme can then be allowed to move forward to the next Phase, based on the degree to which they have been achieved. Therefore, at the end of each phase, the programme passes through a review and approval gate.

Phase Gates allow the programme to proceed in a more controlled way by providing quality control points which contribute to the overall programme management quality. This ensures that the programme is appropriately reviewed before it moves on to the next phase, with an assessment of whether the activities, outputs and objectives set for that Phase have indeed been achieved.

RfP

Ready for Planning: at the end of the Initiating Phase.

RfE

Ready for Executing: at the end of the Planning Phase.

RfC

Ready for Closing: at the end of the Executing Phase.

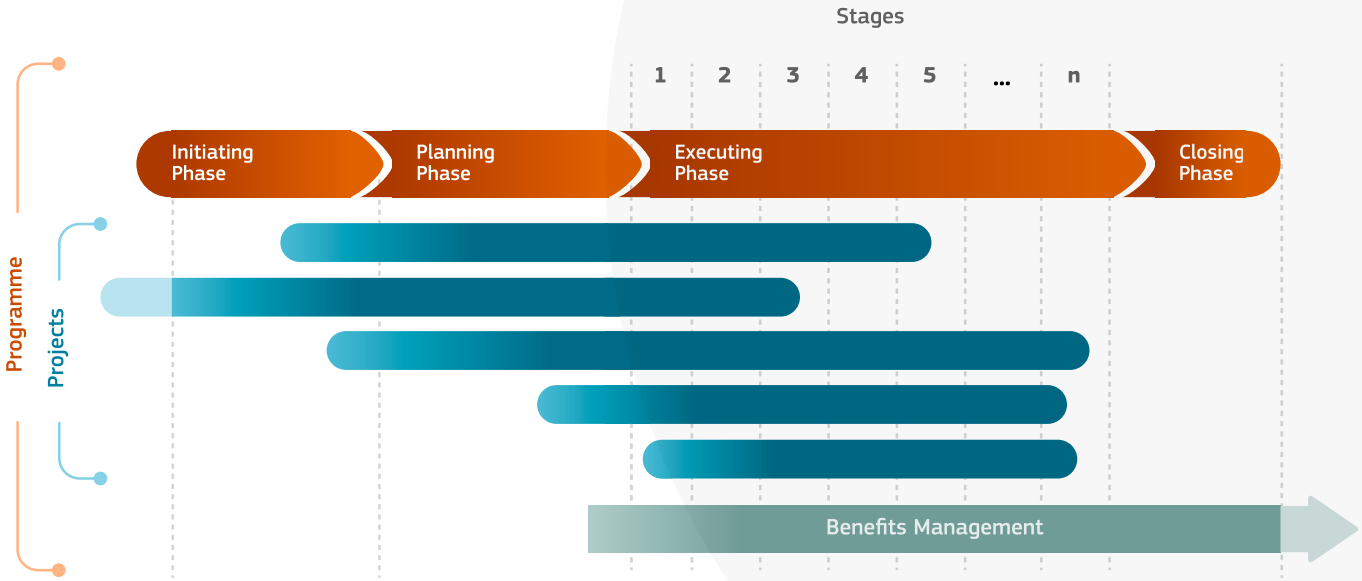
END

Programme End: with the completion of the Closing Phase.

Programme Stages

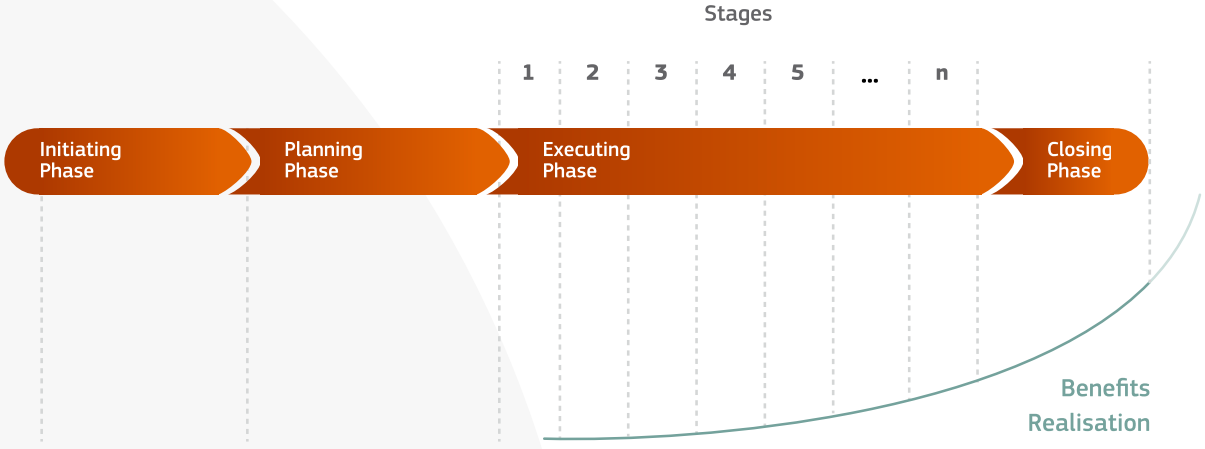
PM²-PgM divides the programme lifecycle into Stages alongside its Phases. Their number and length depend on programme duration and incremental delivery of outcomes during the Executing Phase. Stages may vary in length or align with quarterly, semi-annual or annual reporting periods.

Stage planning refines upcoming goals and details the transition and business implementation activities defined during the Planning Phase. Each Stage may end with a review of performance, results and lessons learned to support continual improvement.

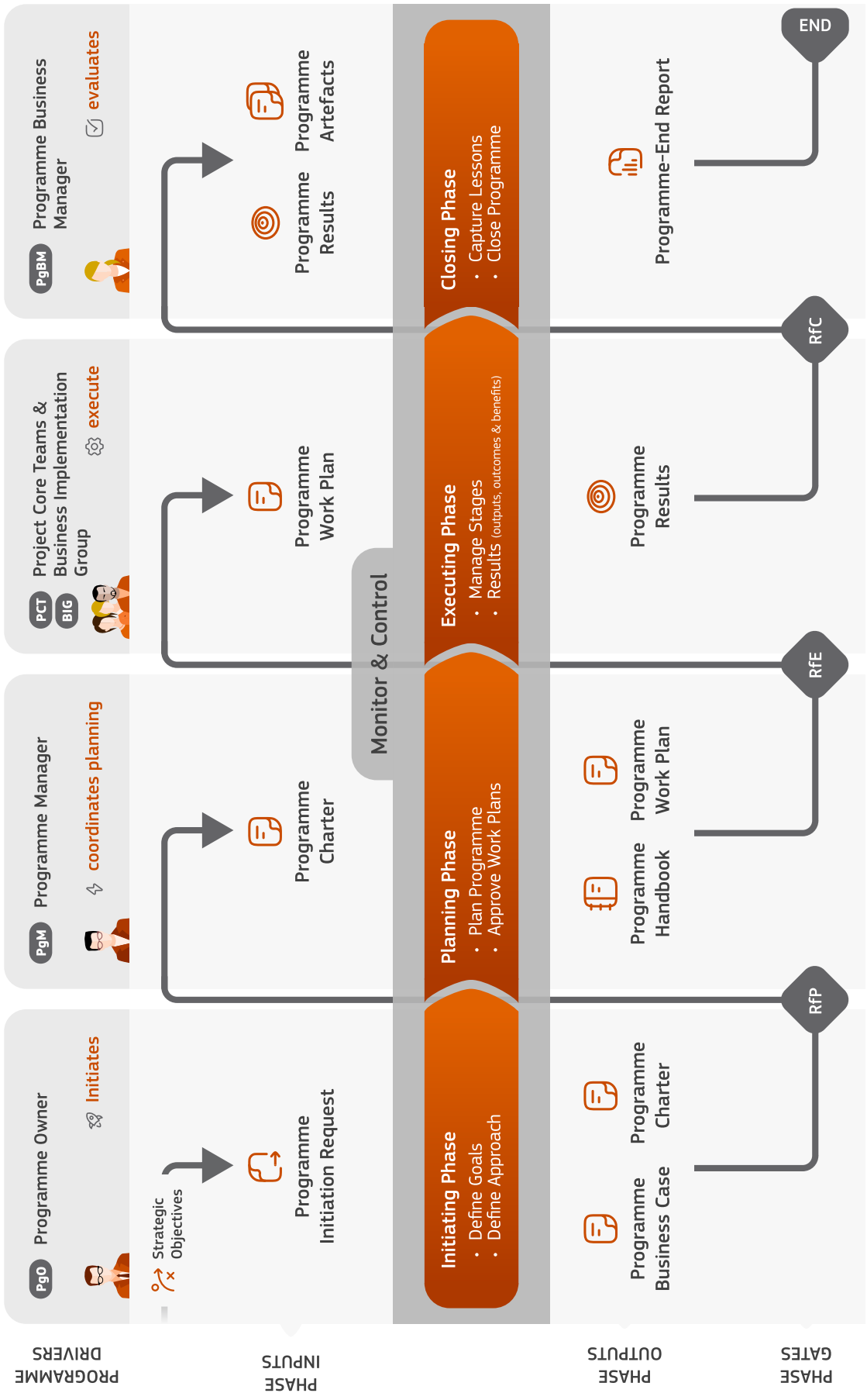


Benefits Realisation

Benefits emerge as delivered capabilities are adopted and embedded into operations, producing measurable improvements. Their realisation may begin during programme execution and continue beyond closure, as illustrated below. Clear ownership, sustained adoption and ongoing monitoring against agreed targets help secure these improvements over time.



PM²-PgM Swimlane Diagram



Monitor & Control

The PM²-PgM Monitor & Control Process defines several management activities which are executed throughout the programme's life. Through the execution of these activities, organisations and programme teams apply commonly accepted best practices that help them achieve the programme's objectives in the most efficient way.



Each activity is described along with guidelines for their effective application.

These guidelines describe the activities (what) and their purpose (why), as well the distribution of the responsibilities for their execution (who). They indicate the timing of their execution, and their frequency in the case of recurrent activities (when), and provide guidelines for their execution (how).

Manage Stakeholders

Engages stakeholders by establishing two-way communication throughout the programme lifecycle, ensuring alignment, involvement, and exchange of information for successful programme delivery and effective management of stakeholder expectations.

Manage Programme Change

Addresses programme changes by identifying, assessing, and documenting changes in scope, schedule, and objectives to ensure alignment with evolving organisational priorities and mitigate political risks.

Manage Programme Risks

Identifies and mitigates potential risks affecting programme objectives through assessment and proactive risk management strategies, ensuring alignment with the organisation's risk appetite.

Manage Programme Issues

Identify, assess, and resolve issues throughout the programme lifecycle. Issues are tracked in logs, decisions are made or escalated, and continuous monitoring ensures timely resolution to minimise disruptions and maintain progress.

Manage Programme Quality

Ensures programme processes and deliverables meet defined standards through continuous assurance, control measures, and monitoring. It reduces risks, promotes improvement, and ensures alignment with objectives, while addressing issues throughout the programme lifecycle.

Manage Programme Communications

Ensures two-way stakeholder communication throughout the programme. It involves planning and executing tailored communication activities to align expectations, facilitate consultations, exchange ideas, and disseminate updates.

Manage Programme Performance

Involves monitoring and controlling programme activities, collecting performance data, analysing deviations, and implementing corrective actions. It ensures alignment with programme objectives by continuously assessing scope, cost, time, quality, and business implementation goals.

Manage Integration & Transition

Defines goals, prerequisites, and strategies for integrating programme results, ensuring smooth transition, minimising disruptions, and facilitating efficient integration of outputs into the organisation, while controlling schedule, budget, and potential risks.

Manage Business Implementation

Business Implementation focuses on achieving programme outcomes by assessing organisational impact and guiding change management, communication, and benefits realisation. It tracks performance indicators and benefits through a structured Benefits Traceability Matrix, supporting long-term value creation.

Manage Programme Lessons

Captures and assesses lessons at both the programme and project levels, using them for continuous improvement. It occurs throughout the programme, especially at key milestones, and is documented in the Lessons Log, with final consolidation in the Programme-End Report during the Closing Phase.

Governance

Governance is the framework within which decisions for the management of programmes are made. It defines all management roles and their associated responsibilities.

The Roles are essentially defined by the management responsibilities assigned to them, whereas responsibilities describe what each role needs to be concerned with, their domain of (management) work and level of authority.



Business Governance Layer

AGB

Appropriate Governance Body (AGB)
As the ultimate decision-making body, the AGB approves the programme goals and budget and authorises the initiation of the programme. It also authorises the closure of the programme (i.e. termination).

Programme Layer

Steering Layer

PgSC

Programme Steering Committee (PgSC)
The Programme Steering Committee (PgSC) comprises the Programme Owner (PgO), Programme Business Manager (PgBM), and Programme Manager (PgM). Other expert roles can participate as needed. The Programme Steering Committee (PgSC) is responsible for realising the programme's objectives and benefits.

Directing Layer

PgO

Programme Owner (PgO)
The Programme Owner (PgO) is accountable for the programme's success, whereas the day-to-day management of the programme is delegated to the Programme Manager (PgM), who focuses on achieving the programme outcomes.

Managing Layer

PgBM

Programme Business Manager (PgBM)
Responsible for realising the intended benefits, based on the programme outcomes.

PgM

Programme Manager (PgM)
Responsible for programme management activities with a focus on programme deliverables and outcomes. Provides an additional layer of coordination for the programme's components.

Implementation Layer

BIG

Business Implementation Group (BIG)
Members of this group assist the Programme Business Manager (PgBM) in Business Implementation.

PgST

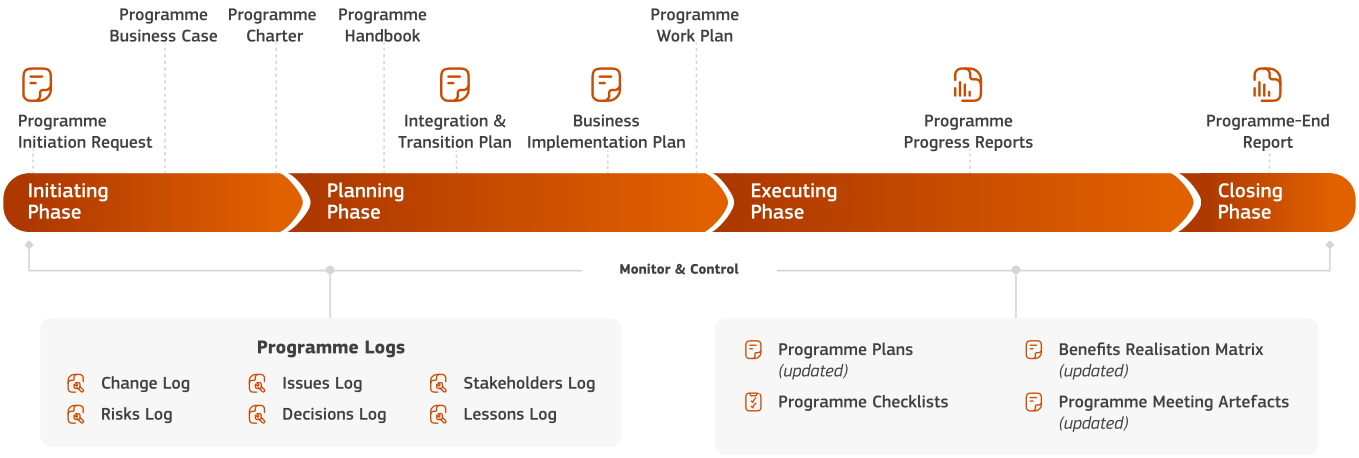
Programme Support Team (PgST)
Supports the Programme Management Layer or management-related activities. May also provide project management support to the Project Layer.

Project Layer

PM

Project Manager (PM)
Responsible for the management of a Project.

Key Artefacts



Selected Descriptions

Programme Initiation Request

Captures the programme idea and mandates the Initiating Phase of a programme.

Programme Business Case

Presents the programme goals and provides both a connection to the organisational objectives and a business justification for the funding of the programme investment.

Programme Charter

Defines the programme boundaries, the project components, and the programme's roadmap and budget.

Programme Handbook

Describes the overall programme management approach, along with the responsibilities of each programme management role.

Programme Work Plan

Documents the programme activities and programme stages, as well as the key project activities and milestones.

Programme Integration & Transition Plan

Documents the activities relating to the integration and transition of the results of the programme's project components.

Programme Business Implementation Plan

Documents the programme-level business implementation activities, along with the benefits realisation plan.

Programme-End Report

Summarises the programme's performance, captures important lessons learned from the programme experience, and provides post-programme recommendations.

Logs

A set of documented records that help in tracking and managing critical aspects of a programme's lifecycle. These logs serve as essential tools for capturing, and managing stakeholders, changes, risks, issues, decisions, and lessons throughout the programme lifecycle.

Programme Reports

Provide insights into both the status and the efficacy of a programme and its components, along with its business implementation goals for value creation, presenting the actual achievement of the programmes's objectives.

Checklists

Are structured lists that outline key activities, goals, and criteria necessary to manage various aspects of a programme's lifecycle effectively. They serve as practical tools to ensure that all necessary steps are considered throughout the programme management phases and processes.

PM²-PgM Mindsets



Mindsets are the glue that holds the four PM²-PgM pillars together. They provide a common set of beliefs and values for all programme practitioners. The PM²-PgM Mindsets are the attitudes and behaviours that help organisations and teams focus on what is important in achieving their programme management objectives. They help programme teams navigate the complexities of managing programmes within their organisations and make the PM²-PgM Methodology both more effective and more complete.

To remain mindful of the PM²-PgM Mindsets, programme managers and team members should ask themselves the following important Infrequently Asked Questions (IAQs):

Do we know what we are doing?

Tip: Develop a clear and shared programme vision and define the programme boundaries. Make a clear distinction between the overall programme goals and the scope of its project components.

Do we know how to do it?

Tip: Because programmes have a long-term impact and their results take time to mature, focus on strategic navigation rather than tactical management. Manage the programme holistically and optimise the whole, not just parts of it. Follow a process but stay Agile to address the complexities that emerge. Actively manage the integration of project results and coordinate the transition at the programme level as well as the business implementation activities which, in the absence of the programme, would have been partially and less effectively tackled at the project levels.

Do we know why we are doing it?

Tip: Make sure you understand the programme's goals, its value and impact, and how it relates to the organisational strategy. Define upfront what programme success is and deliver maximum value and benefits.

Is this important?

Tip: Everything is NOT equally important. Identify and agree on the programme's Critical Success Criteria (CSC) and Critical Success Factors (CSFs) and allocate effort and attention strategically to achieve the programme goals. Prioritise the most complex aspects of the programme, such as managing change, managing politics, and engaging with stakeholders. To do so, apply the appropriate level of analysis and planning, but remain agile and adaptive with regard to handling emerging complexities.

Do we know who is doing what?

Tip: Know what you should be doing, and make sure others know what they should be doing as well. Clearly define and understand roles, responsibilities, and accountabilities at both the programme and project levels.

Are the right people involved?

Tip: People make programmes work. The primary criterion for involving people and assigning programme roles should be to serve the needs and objectives of the programme—not politics, friendship, functional hierarchy, proximity, or convenience.

Deliver at any cost or risk?

Tip: Show respect for organisational funds and peoples efforts, and avoid high-risk behaviour and tactics. Always remember that it is not just about the end-result; how you get there matters, too. Manage your programmes based on positive values and principles.

Is this a task for "them" or for "us"?

Tip: Resist managing the projects themselves. Instead, provide the appropriate leadership and create an environment (e.g. governance and systems) that provides a cohesive programme approach, but also allows for the necessary autonomy and control that projects need to be managed effectively.

Have we improved?

Tip: Commit to ongoing self- and organisational improvement by gathering and sharing knowledge. Programme and project teams should reflect on how they can become more effective and adjust their behaviour accordingly.

Is there life after the programme?

Tip: The results of the programme will have a long-lasting impact on many stakeholders! Make sure you have contributed to a successful and sustainable future.

Quick Start Tips

The purpose of this section is to help you get started with using PM²-PgM programme management. Naturally, you will want to learn more about PM²-PgM, but keep in mind that you do not need to become an expert before initiating your programmes. Below, you will find our PM²-PgM Quick Start Tips, which aim to help jump-start you and your organisation in starting a programme with the PM²-PgM Methodology:

1 Discover the available PM²-PgM resources:

- Review the PM²-PgM Guide.
- Consult the PM²-PgM resources available online (e.g. articles, templates, discussions, etc.).
- Follow a programme management training.
- Share these resources within your organisation, teams, and stakeholders.

2 Develop a higher degree of programme orientation:

- Understand the benefits of organising work as programmes.
- Understand the distinct focus of programmes (compared to projects).
- Take the PM²-PgM Mindsets on board.
- Get your organisation, team, and stakeholders on board.

3 Organise a kick-off meeting:

- Formally kick off the process of using PM²-PgM for a new (or existing) programme.
- Ensure the right people are involved.
- Ensure that the basics of PM²-PgM and Programme Management are clear to all involved.

4 Clearly define the Programme's Governance:

- Discuss the programme Governance and assign the Programme Roles.
- Review the specific responsibilities and achieve clarity.
- Clearly distinguish the Programme Roles and Responsibilities from the Project ones.

5 Document the Programme's relevance to the organisation's strategic objectives:

- Capture the programme's goals and boundaries.
- Provide a clear business justification.
- Identify the programme's stakeholder needs.
- Capture the high-level business risks, assumptions, and constraints.

6 Define the Programme's management approach and documentation needs:

- Tailor PM²-PgM.
- Create the Programme Handbook to define the programme management approach.
- Define what programme artefacts (documentation) are required.

7 Produce the Key Programme Artefacts

- Set up the Programme Logs (Change, Issues, Risk, Decisions, Stakeholders and Lessons Logs).
- Create a Programme Charter with a programme description, a programme budget, and a roadmap.
- Establish a Programme Work Plan.
- Document the Transition and Business Implementation objectives and activities.

8 Plan the Programme's Monitor & Control activities.

- Understand the programme's monitoring and controlling needs.
- Align the programme and project monitoring and controlling activities.
- Put in place the information gathering infrastructure required for programme reporting.

9 Develop a plan on how to keep your Programme Stakeholders engaged and informed.

- Identify the Programme's key Stakeholders.
- Prepare a communications and Stakeholder engagement plan.
- Involve Stakeholders and keep them informed from the beginning.

Portfolio Management
Methodology

Project Management
Methodology

Programme Management
Methodology

PM²

Portfolio Management Methodology

Highlights

- What is PM²-PfM?
- The PM²-PfM Process Model
- Monitor & Control
- Governance
- Key Artefacts
- PM²-PfM Mindsets & IAQs
- Quick Start Tips

What is PM²-PfM?

PM²-PfM presents a practical and effective approach to portfolio management as part of the PM² Methodologies Suite. The PM²-PfM Methodology builds on globally recognised best practices, the operational experience of EU Institutions such as the European Commission, its Agencies and Bodies, and the European Parliament, as well as contributions from portfolio and programme management experts and practitioners.

It aims to provide portfolio management guidelines that are lean, user-centric, and accessible to a wide and diverse audience. The methodology proposes a management model compatible with the ways in which portfolios can be governed in any organisation, including Matrix and Functional organisations.

By applying Portfolio Management, an organisation is in a better position to optimise its investments by composing and realising portfolios that will contribute the most to the implementation of its Strategy, given its resource capacity, capability and budgetary or other constraints.

The resulting set of portfolios within an organisation provides an aggregated and holistic view of all of its initiatives, both planned and ongoing, facilitating the effective achievement of its goals.

What is a Portfolio

PM²-PfM portfolios are constructs that group together programme and project investments, referred to as portfolio components. They capture effort and financial investments with a view of creating value for an organisation.

A PM²-PfM portfolio is a collection of components which, though not necessarily interrelated or interdependent, contribute together to the achieving of a specific set of strategic value-creation objectives, which form the basis of the portfolio's objectives.

All portfolio components are managed individually and independently through appropriate programme and project management practices and processes. However, an additional layer of portfolio management provides better strategic, financial and value creation focus for the portfolio as a whole.



Portfolios

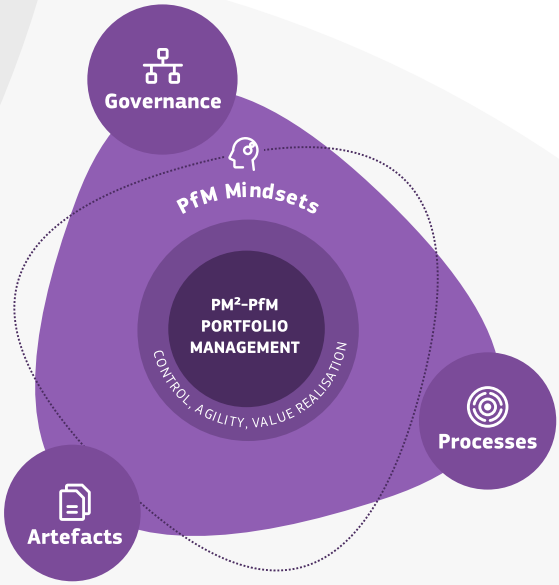
Programmes
interdepedent components towards common outcomes

Projects
interdepedent activities towards common outputs

Portfolios vs Projects vs Programmes

From a strategic and governance point of view, portfolios are higher-level constructs than programmes, projects; they sit closer to an organisation's strategic layer. In addition, portfolio management focuses more on achieving organisational effectiveness (i.e. selecting the right investments), while the management of components focuses more on efficiency (i.e. delivering the component's results efficiently).

The PM²-PfM Methodology helps organisations and teams implement portfolios management by offering a concise and complete management methodology. Tailoring a portfolio management methodology ensures alignment with internal procedures and policies and enhances efficacy and flexibility. This enables the effective management of Portfolios from start to finish.



PM²-PfM is supported by three pillars:

I a **governance** model presenting portfolio management roles & responsibilities.

II a set of **processes** which group together relevant management activities that take place throughout the life of the portfolio.

III a set of recommended management **Artefacts** (i.e. documentation templates).

The spirit of PM²-PfM Methodology is further defined by the Portfolio **Mindsets**, which provide a common set of beliefs and values for organisations and teams implementing PM²-PfM.

The PM²-PfM Methodology provides answers to the following fundamental questions:

What are the management activities that need to be performed to manage a portfolio? What are the desired outcomes of each process, activity or artefact produced?

When do the management activities need to be executed or management artefacts produced? How often?

Why do we need a methodology? Why should we be executing a specific management activity? Why should we be producing the recommended artefacts? Why is an activity or artefact needed, or needs to be executed with a given frequency?

How will each activity and artefact be implemented? What are the skills required? What are the templates, the tools, techniques or technologies that can be used?

Who is responsible for each management activity or artefact? What is the distribution of responsibilities among the various PM²-PfM Roles?

The PM²-PfM Process Model

The PM²-PfM process model provides a structured approach for implementing portfolio management within organisations. It brings together the essential processes and connects them to governance elements and practices required to align investments with strategic objectives and to deliver sustainable organisational value.

The model is composed of five interrelated processes that together enable effective portfolio governance and performance management. Together, these processes form a continuous and adaptive management cycle that keeps the portfolio strategically focused and operationally efficient.

The PM²-PfM Portfolio Methodology can be applied at any organisational level, from corporate to departmental portfolios, and complements both project and programme management practices within the broader PM² Methodologies Suite.



The Five Processes

Portfolio Framework Definition
This process defines the portfolio's objectives, characteristics, and management approach, including governance bodies, roles & responsibilities, required competences, processes, and artefacts. It provides the common framework for all portfolio processes, established when portfolio management is introduced and tailored for specific portfolios. The framework is reviewed regularly and adjusted when changes or issues in performance call for improvement.

Portfolio Composition
This process identifies, evaluates, and prioritises portfolio component candidates so that informed investment and resource allocation decisions can be made. It usually follows the organisation's budgeting and planning cycles, but can also be triggered as required. Candidates are assessed on their contribution to portfolio objectives and its composition, using information provided by the component layer.

Portfolio Realisation
This process ensures the portfolio achieves its objectives by maintaining alignment with organisational strategy, managing portfolio value, and addressing change, risks, and issues. While individual components enter and leave over time, Portfolio Realisation activities continue throughout the entire life of the portfolio. They only stop once the portfolio is formally closed.

Portfolio Monitoring & Controlling
This process runs in parallel with all other processes and covers the regular collection of information to determine the portfolio's performance. It compares actual performance with targets, identifies deviations, and proposes corrective actions, thus facilitating informed decision-making for the portfolio.

Stakeholder Engagement & Communication
This process manages the ongoing engagement and communication with stakeholders across the portfolio lifecycle. It analyses stakeholder interests and influence, and facilitates interactions to understand how portfolio decisions affect them and how they, in turn, affect portfolio outcomes. It supports their effective involvement in portfolio composition and realisation, running in parallel with all other portfolio processes.

The PM²-PfM Management Activities

The PM²-PfM Portfolio Management Model defines twenty portfolio management activities organised within five processes. These activities represent the essential management practices required to define, compose, realise, monitor, and communicate portfolio performance.

Each activity contributes to ensuring that portfolios remain strategically aligned, and effectively governed and improved throughout their lifecycle. Together, they provide a structure that supports effective decision-making and value creation across the organisation.

Portfolio Framework Definition

- Define Portfolio Objectives & Characteristics
- Define Portfolio Management Approach
- Review Portfolio Framework

Portfolio Composition

- Identify Components
- Evaluate Components
- Plan Portfolio Capacity
- Compose Portfolio
- Approve Portfolio

Portfolio Realisation

- Manage Strategic Alignment
- Manage Portfolio Value
- Manage Portfolio Change
- Manage Portfolio Risk
- Manage Portfolio Issues

Monitoring & Controlling

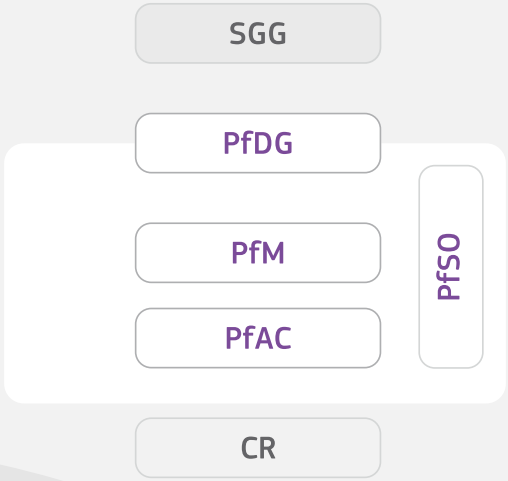
- Monitor Portfolio Performance
- Control Portfolio Performance
- Manage Portfolio Quality
- Manage Portfolio Lessons
- Report Portfolio Performance

Stakeholder Engagement & Communications

- Manage Portfolio Stakeholders
- Manage Portfolio Communication Activites

Governance

Governance is the framework within which decisions for the management of Portfolios are made. It defines all management roles and their associated responsibilities. The Roles are essentially defined by the management responsibilities assigned to them, whereas responsibilities describe what each role needs to be concerned with, their domain of (management) work and level of authority.



Strategic Layer

SGG

Strategic Governance Group
Hipster ipsum tattooed brunch I'm baby. Hella bottle tile shaman bespoke blog bird readymade selfies shorts. Squid chambray pabst raclette blog vegan swag tousled hexagon sriracha.

Portfolio Layer

Directing Layer

PfDG

Portfolio Directing Group
As the ultimate decision-making body for a portfolio, it approves the portfolio management framework (i.e. the portfolio objectives, budget, and the management approach) and authorises its initiation. It can also authorise the closure of the portfolio (i.e., on completion or termination).

Managing Layer

PfM

Portfolio Manager
Responsible for portfolio management activities focusing on achieving the portfolio and portfolio management goals. Can also participate in the Appropriate Governance Body (AGB) role of the portfolio components.

Advisory Layer

PfAC

Portfolio Advisory Committee
The Portfolio Advisory Committee (PfAC) advises the Portfolio Manager (PfM) on portfolio issues relating to the composition and realisation of the portfolio. It comprises representatives of the components layer, technical and business domain experts, and others.

Components Layer

CR

Component Representative
Represents a portfolio component (programme, project, or other work component).

PfSO

Portfolio Support Office
Provides administrative, communication and process support to the Portfolio Manager (PfM). Also maintains the portfolio artefacts, produces the portfolio reports, and interfaces with the programme or project support offices.

Key Artefacts

Strategic Management

Strategic Plans

The Plans that document that define the organisation's strategic objectives and priorities over a given planning horizon. They guide portfolio direction by identifying desired outcomes, target benefits, and areas of investment focus.

Management Reports

Periodic summaries providing senior management with performance information on strategic implementation and portfolio outcomes. They support oversight, accountability, and evidence-based decision-making.

Portfolio Management

Portfolio Handbook

The Portfolio Handbook is the main reference for managing the portfolio, defining its objectives, characteristics, and management approach. It links the portfolio's purpose to organisational strategy, describes eligible component types and attributes, and outlines governance, processes, artefacts, and tools.

It is maintained and updated throughout the portfolio's life to reflect changes and improvements.

Composition & Analysis Report

The Portfolio Composition & Analysis Report presents the current composition, status, and performance of the portfolio, including progress toward objectives, key risks, issues, and proposed improvements. It is defined during the Portfolio Framework Definition process and tailored to meet evolving reporting needs or organisational priorities. It serves as a decision-support document, it informs stakeholders and enables managers to assess portfolio performance, identify deviations, and decide on corrective actions to optimise the portfolio.

Portfolio Repository

The Portfolio Repository is the central database where all portfolio information is stored and maintained. It contains both management artefacts and data collected from portfolio components, such as status reports, performance metrics, and risk or issue information. Acting as the single source of truth, the repository enables consistent reporting, analysis, ensuring that up-to-date and reliable information is available to support portfolio decision-making

Portfolio Logs

Portfolio Logs capture and manage portfolio-level stakeholders, risks, issues, decisions, changes, and lessons learned. They may include escalated items from components but mainly track portfolio-specific matters. The logs feed portfolio dashboards and reports, supporting performance monitoring. The Portfolio Handbook defines their use and access rules, and PfM² provides standard templates for implementation.

Components Management

Component Descriptions

Brief records that define the scope, purpose, and key attributes of each portfolio component, such as objectives, duration, cost, and expected benefits, serving as a baseline for evaluation and monitoring.

Component Status Reports

Regular updates providing current information on a component's progress, performance, risks, and issues. They feed portfolio-level analysis and enable timely corrective or optimisation actions.

PM²-PfM Mindsets



While plans and processes aid in the administrative side of portfolio management, the right mindsets guide us through the complex reality of organisational and portfolio management. Portfolio mindsets are crucial for any portfolio approach, as they help us cultivate attitudes and behaviours that contribute to success. They serve as a unifying force for management processes and practices across an organisation's portfolios.

Organisations and portfolio teams that practice portfolio management should:

1. **Apply** PM²-PfM portfolio best practices to manage their portfolios
2. **Remain mindful** that portfolio management processes are there to serve the portfolio and organisational objectives, not the other way around.
3. Maintain an **outcomes orientation** towards all portfolio management activities.
4. Commit to delivering portfolio results with **maximum value**, rather than simply following procedures and plans. Manage the portfolio **holistically** by **optimising** the whole portfolio, not just parts of it.
5. **Provide strategic direction** and support to the component levels to ensure their continued alignment with the objectives. However, so this **without interfering** in their daily management or asking them for additional reporting.
6. **Foster** a culture of cross-organisational collaboration, clear **communication**, and **accountability**.
7. Encourage the delegation and management of issues and decisions at the **lowest possible governance level**, while providing clear escalation channels and procedures.
8. Assign portfolio roles to the **most appropriate people** for the long-term **benefit** of the portfolio and the organisation.
9. **Balance** in the most **productive way** the often-conflicting management Ps of Process, People, **Pleasure**/ Pain, Progress, Participation, Perception, Power, Politics and Peace.
10. **Invest** in developing technical and behavioural **competences** to become better portfolio contributors.
11. **Engage** portfolio stakeholders and involve them in the organisational change needed to maximise portfolio **outcomes and benefits.**
12. **Share knowledge,** actively manage Lessons Learned, and contribute to the **improvement** of portfolio management within organisations.
13. **Draw** inspiration from the PM²-PfM Guidelines on **Ethics** and **Professional Virtues.**

IAQs



Infrequently Asked Questions (IAQs) complement the PM²-PfM Mindsets with simple but potent reflection points. While the mindsets describe how portfolio professionals and teams should think and behave, the IAQs invite teams to explore how the Mindsets apply in day-to-day practice. By regularly revisiting these questions, teams can surface hidden assumptions, expose gaps in governance, resourcing or engagement, and refocus attention to what matters most for portfolio success.

To cultivate the right mindsets, portfolio teams should reflect on the following **Infrequently Asked Questions (IAQs):**

Do we know what we are doing?

Tip: Develop a clear portfolio vision and define portfolio objectives that clearly connect to organisational strategy. Establish success criteria by defining upfront the benefits we expect the portfolio to bring to the organisation.

Do we know how we are doing it?

Tip: Establish a portfolio management approach that acts as a performance enabler rather than another layer of control and bureaucracy. Implement portfolio management at all levels as a fractal organisation and ensure that the management methods used at the portfolio components level are standardised and aligned with the portfolio methods

Do we know how much we can do?

Tip: Be realistic about portfolio investment requirements and consider capacity and capability constraints. Allocate adequate resources, capabilities, and skills to effectively manage the portfolio.

Does anyone care?

Tip: Establish and maintain strong senior management sponsorship and organisation-wide buy-in. Make sure your portfolio's performance matters, and that your portfolio reporting serves a range of informational needs.

Are the right people involved?

Tip: The primary criterion for assigning portfolio management roles should be to serve the needs and objectives of the portfolio, not other criteria such as organisational politics, the career needs of the functional hierarchy, etc.

Do we know who is doing what?

Tip: Clearly define portfolio governance and understand portfolio roles, responsibilities, and accountabilities. Know what you should be doing and make sure others know what they should be doing, too.

Deliver at any cost or risk?

Tip: Show respect for people's efforts and organisational funds. Always remember that it is not just about the end-result; how you get there matters, too. Pursue the interests of the portfolio and the organisation by embracing positive values and principles.

Is this important?

Tip: Everything is NOT equally important. Identify your portfolio's Critical Success Factors (CSFs) and allocate your attention and effort accordingly

Is this a task for them or for us?

Tip: Understand and respect the difference between functional roles and authority on the one hand, and portfolio management roles, responsibility and goals on the other. Make the performance of portfolio components visible but focus on overall portfolio performance.

Should I be involved?

Tip: Contribute from any position. Be proud of the skills, value and positive attitude you bring to the portfolio. Help everyone who needs to be involved to get involved. Foster clear, effective and frequent communication and facilitate the engagement of all portfolio stakeholders.

Have we improved?

Tip: Commit to ongoing professional and organisational improvement by sharing knowledge and lessons learned. Follow portfolio procedures but challenge wasteful practices and update the portfolio management framework when/if needed. Become more effective by adjusting methods and behaviours accordingly.

Quick Start Tips

The goal of these Quick Start Tips is to help you get started with using PM²-PfM for your portfolio management. While further learning about PM²-PfM is beneficial, you don't need to develop in-depth expertise before you begin setting-up and managing your first portfolio. The 9 tips below will jump-start you and your organisation in embarking on portfolio management with the PM²-PfM Methodology:

1 Discover the available PM²-PfM resources:

- Review the PM²-PfM Guide.
- Consult the PM² resources available online.
- Follow an PM²-PfM training course.
- Share these resources within your organisation, teams, and stakeholders.

2 Develop a higher degree of portfolio orientation:

- Understand the benefits of grouping work as portfolios.
- Understand the distinct focus of portfolios (compared with programmes and projects).
- Take the PM²-PfM Mindsets on board.
- Get your organisation, teams, and stakeholders on board.

3 Organise a kick-off meeting:

- Formally kick off the process of using PM²-PfM for a new (or existing) portfolio.
- Ensure the right people are involved.
- Ensure that the basics of PM²-PfM and Portfolio Management are clear to all involved.

4 Clearly define the Portfolio's Governance:

- Discuss the portfolio Governance and assign the Portfolio Management Roles.
- Review the Portfolio Management Responsibilities and achieve clarity.
- Clearly distinguish the Portfolio Roles and Responsibilities from the Programme and Project Roles and Responsibilities, while also relating the two groups to each other.

5 Document the Portfolio's objectives, management approach, and documentation needs:

- Tailor PM²-PfM to your specific organisational needs.
- Capture the portfolio's objectives.
- Define the portfolio management framework.
- Define what documentation is required (i.e. portfolio artefacts and reports).

6 Produce the Key Portfolio Artefacts:

- Set up the Portfolio Logs (Change, Issues, Risk, Decisions, Stakeholders and Lessons Logs).
- Define the structure of the Portfolio Composition & Analysis Report.
- Create the Portfolio Handbook and document the objective, approach, and tailoring decisions in the appropriate sections.

7 Plan the Portfolio's Monitor & Control activities.

- Understand the portfolio's monitoring and controlling needs.
- Align portfolio monitoring and controlling activities with programme and project reporting cycles.
- Put in place the information-gathering infrastructure required for portfolio reporting.

8 Select appropriate PfMIS tools.

- Automate critical portfolio management processes.
- Use a central document and knowledge-management repository.
- Connect with corporate systems and component management tools.

9 Develop a plan on how to keep the Portfolio Stakeholders engaged and informed.

- Identify the key Portfolio Stakeholders.
- Prepare a communications and stakeholders engagement plan.
- Involve Stakeholders and keep them informed from the beginning.

Methodology Resources

PM² Project Management Methodology
https://link.europa.eu/9PNGt3

PM² Programme Management Methodology
https://link.europa.eu/PYfhV9

PM² Portfolio Management Methodology
https://link.europa.eu/DFqnT9

PM² Agile Management Guidelines
https://link.europa.eu/wbNfPY

PM² Tools & techniques
https://link.europa.eu/TxFWKK

PM² Resources
https://link.europa.eu/7J7NGB

PM² Mindsets and Virtues
https://link.europa.eu/rHKrpt

PM² Methodologies Highlights
https://link.europa.eu/3pJyCR

European Commission | Methodologies Office

PM² Methodologies Suite Highlights 2025 Edition

Contact us:
ec-pm2@ec.europa.eu
https://pm2.europa.eu/pm2-methodologies/