PM^2

Project Management Methodology

Overview

European Commission
Centre of Excellence in Project Management (CoEPM²)

Overview of the PM² Project Management Methodology

Brussels | Luxembourg, 2018

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Luxembourg: Publications Office of the European Union, 2018

Title: Overview of the PM² Project Management Methodology

Current Edition: v.1.0, September 2018

Based on: The PM² Project Management Methodology of the European Commission

Authors and Contributors of the PM² Guide and Methodology:
Appendix A: Contributions and Acknowledgements

Produced and published by:
European Commission
DIGIT.B.4
Centre of Excellence in Project Management (CoEPM²)

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1 Introduction

PM² is a Project Management Methodology developed by the European Commission. Its purpose is to enable Project Managers (PMs) to deliver solutions and benefits to their organisations by effectively managing the entire lifecycle of their project. PM² has been created with the needs of European Union institutions and projects in mind, but is transferrable to projects in any organisation.

PM² is a light and easy-to-implement methodology which project teams can tailor to their specific needs. PM² is fully supported by a comprehensive training programme (including workshops and coaching sessions), online documentation and an active Community of Practice (currently only available within the European Commission and to a number of affiliate European Institutions)

PM² incorporates elements from a wide range of globally accepted project management best practices, captured in standards and methodologies. Its development has also been influenced by operational experience on various projects within European Union Institutions and external bodies.

This document provides an overview of the PM² Project Management Methodology. It has been kept as lean as possible, while still providing enough information to allow for an effective understanding of the PM² Methodology.

1.1 About the Open PM² Initiative

Open PM² is a European Commission initiative, which brings the PM² Methodology and its benefits closer to its broader stakeholders and user community.

The Open PM² Initiative provides European Union Institutions, contractors and public administrations, as well as broader stakeholders, with open access to the PM² Methodology and associated resources. Its goal is to enable increased effectiveness in the management and communication of project work and thus to serve the objectives of the European Union and the needs of member states and citizens.

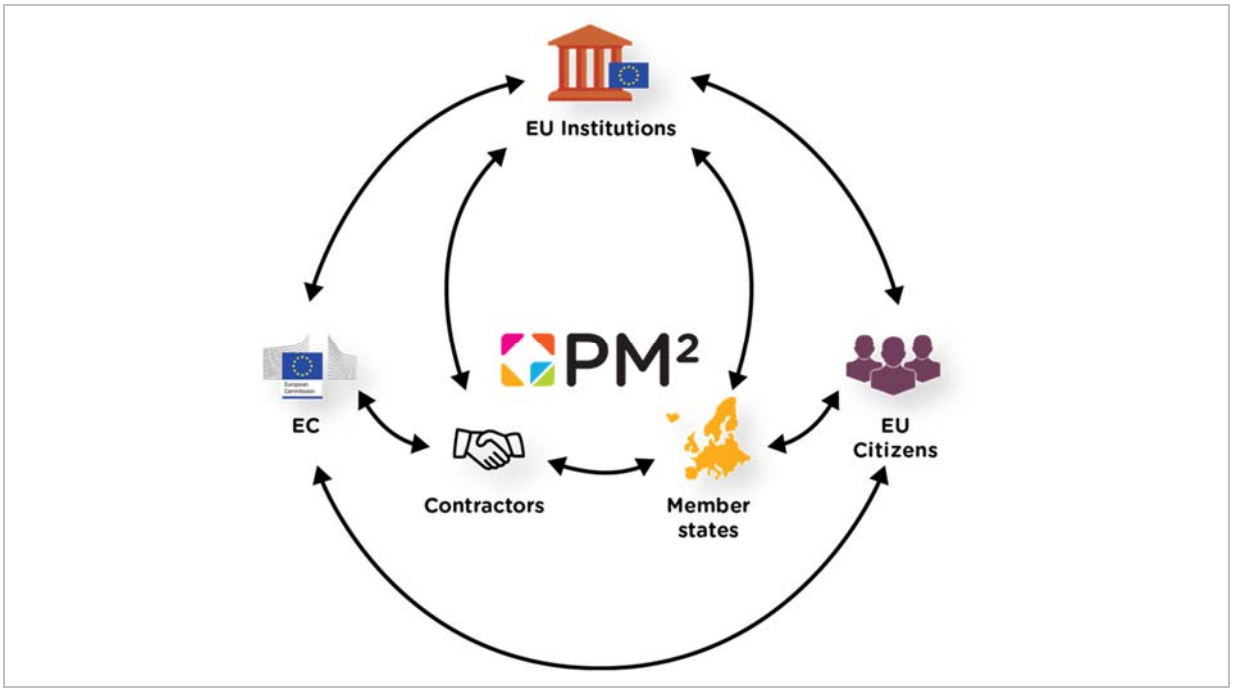

Fig 1.1 Open PM² Synergies

The Initiative also seeks to rectify mistakes of the past, when efforts were duplicated and divergent project management approaches were sponsored rather than promoting convergent approaches based on *similarities* and the *common interest* of the broader European community.

By opening PM², the Initiative aims to enhance project management competency within Europe, leading to increased project efficiency and success. Open PM² does this by:

- rationalising Project Management approaches across the European Union Institutions and beyond.
- establishing a common language and processes, resulting in effective project communication.
- providing a common set of productive mindsets.
- enabling transparency and visibility for cross-organisational project collaborations.

- enabling better project management, leading to improved quality, and cost/effort efficiency.
- enabling the improved monitoring and control of European Union-funded projects and grants.
- applying the European Commission decision of 12 December 2011 (2011/833/EU) on the "reuse of Commission documents to promote accessibility and reuse".

1.2 The Centre of Excellence in PM² (CoEPM²)

The purpose of the Centre of Excellence in PM² (CoEPM²) is to provide the European Commission and European Union institutions with high-quality project management infrastructure, support and consulting services. The centre supports the PM² Methodology, coordinates an inter-institutional Project Support Network (PSN), and promotes the wider adoption of PM² through the Open PM² Initiative.

1.3 The Open PM² Project Support Network (PSN)

The PM² Project Support Network (PSN) is a network of Local Project Support Offices (LPSOs) which are coordinated and supported by the Centre of Excellence in PM² (CoEPM²). The PM² Project Support Network (PSN) aims to become a decentralised project management support network providing guidance and support to PM² users on the effective adoption and use of the PM² Methodology.

The Project Support Network (PSN):

- promotes the exchange and sharing of knowledge, experiences and best practices.
- makes it possible to collect feedback to continuously improve and build on the PM² Methodology.
- enables the Project Support Offices (PSOs) to support each other as a community.
- depends on the contributions of PM² champions (individuals and organisations).

1.4 Useful Online Resources

The Centre of Excellence in PM² (CoEPM²) provides a central location for downloading all Open PM² information, publications, etc. To study PM² in more detail you can download and review the free PM² Methodology Guide and document templates, and explore the online resources:

The PM² Guide (PDF)

You can download the PDF version of this overview document in multiple languages, as well as the full PM² Methodology Guide – Open Edition from the EU Bookshop.

- PM² Methodology Guide – Open Edition: http://europa.eu/!UR34mB

Open PM² Wiki

The Open PM² Wiki details the PM² [Open Edition] approach and provides one central place for information on the Open PM² Methodology. To gain access to the wiki, you need to have a personal EU Login. If you do not have an EU Login, please create one when requested.

- Open PM² Wiki: http://europa.eu/!Gu76mr
- Open PM² Templates**:** https://webgate.ec.europa.eu/fpfis/wikis/display/openPM2/Artefacts

Open PM² Support

Join the Open PM² Community on Join-up: http://europa.eu/!vh96rM

- Discuss specific project management issues, ask questions and share experiences.
- Learn about PM², the PM² Artefacts and processes.
- Receive support to help you start using PM².
- Tap into the knowledge of more experienced PM² Practitioners.
- Receive guidance in rolling out PM² in your organisation.
- Provide feedback and share your own experience of using PM².

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2 Overview of the PM² Methodology

2.1 The House of PM²

The PM² Methodology is built on project management best practices and is supported by four pillars:

1. a project governance model (i.e. Roles & Responsibilities).
2. a project lifecycle (i.e. Project Phases).
3. a set of processes (i.e. project management activities).
4. a set of project artefacts (i.e. documentation templates and guidelines).

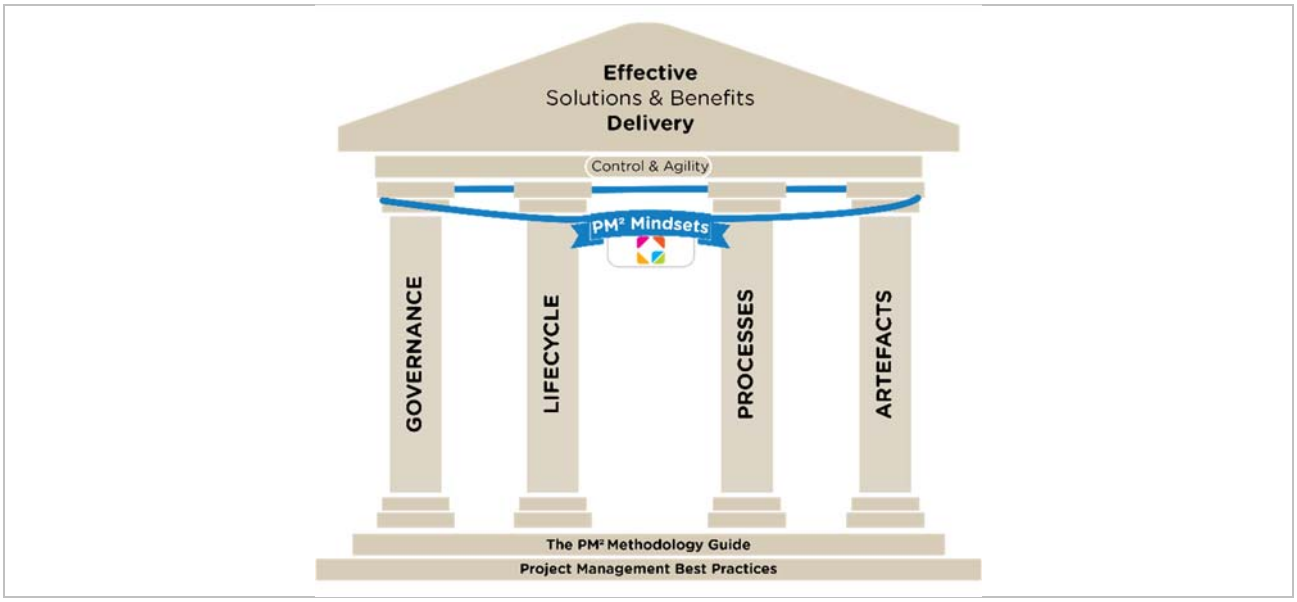

Fig 2.1 The House of PM²

The spirit of the PM² Methodology is further defined by the PM² Mindsets, which provide the glue that holds together the PM² practices and provide a common set of beliefs and values for PM² project teams.

2.2 The PM² Project Lifecycle

The PM² project lifecycle has four phases, with a different type of activity predominant in each phase (i.e. initiating activities are predominant in the Initiating Phase, etc.). However, while phase-related activities peak in terms of effort during a specific phase, activities of this type can also be executed during neighbouring phase(s) (e.g. planning activities are also repeated in the Executing Phase).

A project moves on to the next phase when the goals of its current phase have been deemed achieved as the results of a formal (or less formal) phase-exit review.

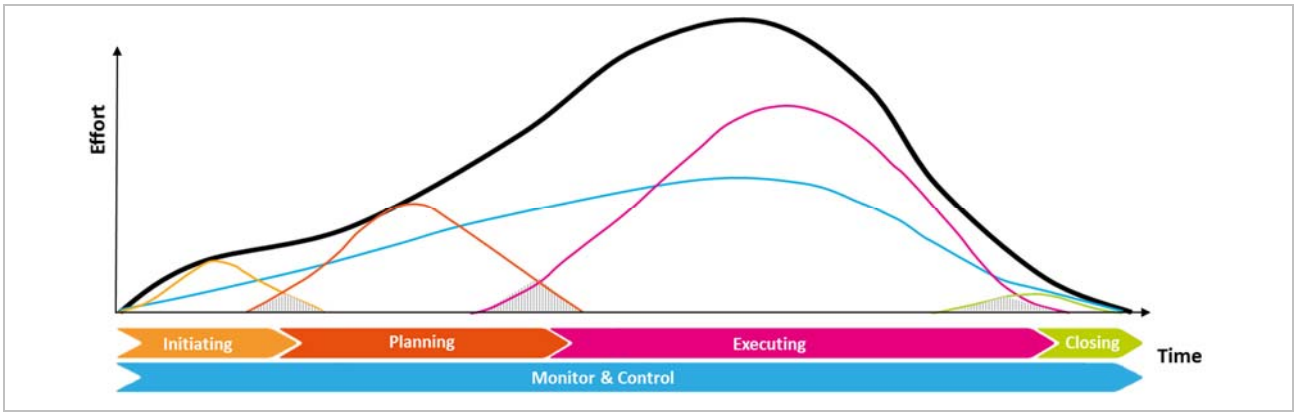

Fig 2.2 The PM² project lifecycle: overlapping of phase-related activities

The focus of a project shifts from initiating and planning activities in the beginning to executing, monitoring and controlling activities in the middle and acceptance, transitioning and closing activities at the end.

Inexperienced project teams sometimes underestimate the importance of the work done in the initial project phases and start working on project deliverables that are inadequately defined or planned. This results in the delivery of outputs which are poor quality and of little value to end-users. This is a common and costly mistake, which is often the root cause of overall project failure and the failure to realise the project's intended benefits.

Project Phase	Description
1. Initiating	Define the desired outcomes. Create a Business Case. Define the project scope. Get the project off to a good start.
2. Planning	Assign the Project Core Team (PCT). Elaborate the project scope. Plan the work.
3. Executing	Coordinate the execution of project plans. Produce deliverables.
4. Closing	Coordinate formal acceptance of the project. Report on project performance. Capture Lessons Learned and Post-Project Recommendations. Close the project administratively.
Monitor & Control	Oversee all project work and management activities over the duration of the project: monitor project performance, measure progress, manage changes, address risks and issues, identify corrective actions etc.

Phase Gates and Approvals

At the end of each phase, the project passes through a review and approval gate. This ensures that the project is reviewed by the appropriate people (i.e. the Project Manager (PM), Project Owner (PO), the Project Steering Committee (PSC) or other delegated role) before it moves on to the next phase. These checkpoints contribute to the overall project management quality and allow the project to proceed in a more controlled way.

The three PM² phase gates are:

- **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.

2.3 PM² Phase Drivers and Key Artefacts

Projects depend on people to define, plan and execute them. These project drivers change from phase to phase in a PM² project. During the Initiating Phase, the Project Owner (PO) is the main driver, initiating the project and being accountable for all documentation. In the Planning Phase, the main driver is the Project Manager (PM), who is responsible for coordinating the delivery of all project plans. The carrying out of the Project Work Plan and creation of the project deliverables in the Executing Phase is driven by the Project Core Team (PCT). Finally, the Closing Phase is driven by the project stakeholders, who evaluate the project's overall performance.

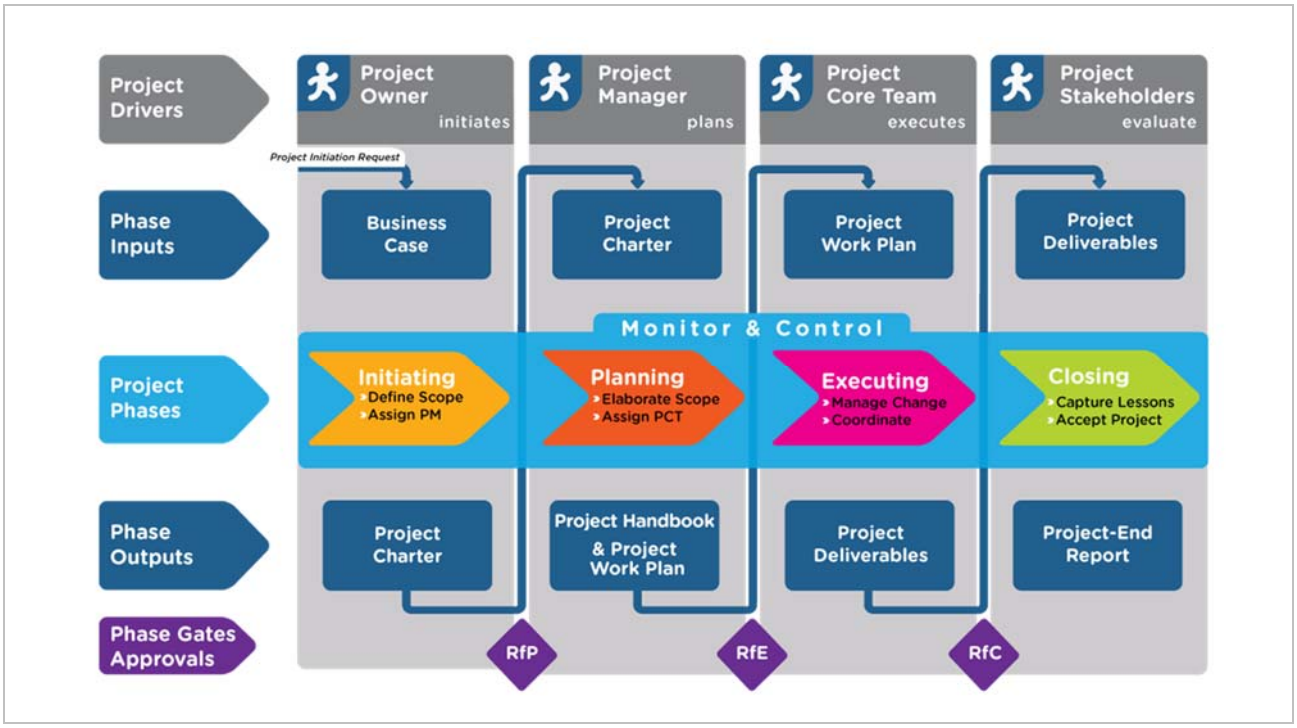

Fig 2.3 PM² Swimlane Diagram – phases, key inputs and outputs and drivers

The main documents (artefacts) referenced in the Swimlane Diagram (above) are:

Phase Input or Output	Description
Project Initiation Request	Formalises the commitment to explore a problem, need or opportunity further and captures the context.
Business Case	Captures the reasoning behind the project, provides justification and establishes the budgetary constraints.
Project Charter	Builds on the Business Case and defines the project scope, high-level requirements and deliverables.
Project Handbook	Presents the project management objectives and overall management approach. Documents the roles and responsibilities.
Project Work Plan	Includes a breakdown of the work to be carried out, estimates of the effort and costs involved, and the project schedule.
Project Deliverables	Lists the complete set of project deliverables as defined in the Project Charter and Project Work Plan.
Project-End Report	Summarises the project experience, project performance and lessons learned (successful project practices and potential pitfalls).

2.4 What is a PM² Project?

Many PM² best practices can be applied to any type of project or work activity. However, to be able to apply the whole PM² Methodology, a project must have certain characteristics.

Thus, a PM² project:

- Is (above all) a project (i.e. not operations, not a work activity, not a programme etc.).
- has a duration of more than 4–5 weeks and involves more than 2–3 people.
- runs within an organisation and can be subject to internal or external audits.
- requires a clearly defined governance structure and clearly assigned roles and responsibilities.
- requires approval of its budget and scope.
- includes more than just construction/delivery activities.
- includes transition and business implementation activities.
- requires a certain level of documentation, transparency and reporting.
- requires a certain level of control and traceability.
- has a broad base of internal (and external) stakeholders
- may require the collaboration of several organisations or organisational units.
- Contributes to raising the organisation's project management maturity.

2.5 Project Documentation – the PM² Artefacts

Project documentation is a key activity in project management. It carries through from the start of a project to its completion. Project documentation:

- sharpens thinking by forcing people to put vague thoughts and plans into words
- crystallises planning
- defines the project scope for approval, ensuring that all project stakeholders and project team members share the same expectations on what is to be delivered and when
- provides all stakeholders with a clear picture of the project requirements
- facilitates communication with internal and external groups
- provides a baseline for monitoring and controlling a project's progress
- provides a record of important decisions
- provides the information required by official audits
- supports organisational memory and acts as a historical reference, which can be used to increase the chances of success of future projects

Project documentation should of course, adhere to the quality standards of the organisation and the project regarding format, style, etc. However, above all, it should fulfil its purpose and be clear and easy to understand.

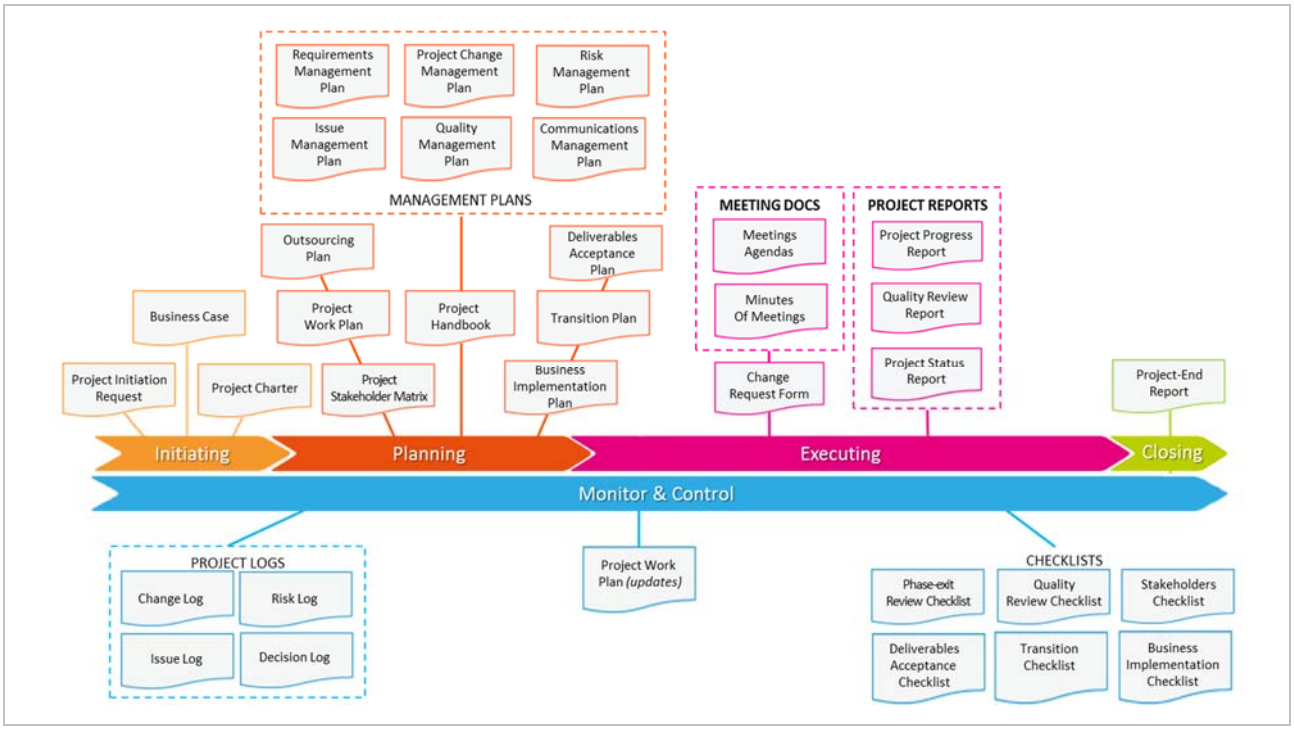

Fig. 2.4 The PM² Artefacts Landscape

2.6 The PM² Mindsets

The PM² processes, Artefacts, tools and techniques help project teams make decisions on trade-offs between a project's time, cost, scope and quality dimensions.

The PM² Mindsets are the attitudes and behaviours that help project teams focus on what is crucial to achieving their project's goals. They help project teams navigate the complexities of managing projects in organisations and make the PM² Methodology both more effective and complete.

Thus, Project Managers (PMs) and project teams that practise PM²:

1. **Apply PM²** best practices to manage their projects.
2. **Remain mindful** that project management methodologies are there to serve projects and not the other way around.
3. Maintain an **outcomes orientation** in relation to all projects and project management activities.
4. Are **committed to** delivering project results with **maximum value** rather than just following plans.
5. **Foster** a project culture of collaboration, clear **communication** and **accountability**.
6. **Assign** project roles to the most **appropriate** people for the benefit of the project
7. **Balance** in the most productive way the often-conflicting "Ps" of product, purpose, process, plan, people, pleasure/pain, participation, perception and politics.
8. **Invest** in developing technical and behavioural competences to **become better** project contributors.
9. **Involve** project stakeholders in the **organisational change** needed to maximise project benefits.
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 Conduct (see Appendix).

To remain mindful of the PM² Mindsets, Project Managers (PMs) and project teams that practise PM² 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. Manage the project using a holistic approach and optimise the whole project, not just parts of it. Follow a process but stay Agile 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.
- **Are the right people involved?** Tip: People make projects work. The primary criterion for involving people and assigning project roles should be to serve the needs and objectives of the project, and not politics, friendship, functional hierarchy, proximity or convenience.
- **Do we know who is doing what**? Tip: Know what you should be doing, and make sure others know what they should be doing. Is it clear to everyone? Clearly define and understand roles, responsibilities and accountabilities.
- **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 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.
- **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.
- **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**? Tip: The product (or service) lifecycle has just begun! Make sure you have contributed to its success.

The PM² Mindsets are the glue that holds the PM² processes and practices together. They provide a common set of beliefs and values for all PM² practitioners and help project teams (re)position project management goals in a wider organisational and ethical context.

2.7 Tailoring and Customisation

To ensure that the PM² Methodology effectively serves an organisation's and a project's needs, some level of tailoring or/and customisation may be required.

Tailoring refers to changing specific parts of the methodology, such as process steps, the content of artefacts, the distribution of responsibilities amongst the various roles, etc. Organisations do this to adapt the methodology to the specific needs of their structure and culture, and to align the methodology to organisational processes, policies, etc.

Tailoring makes more sense at the organisation/departmental level, but some tailoring can also take place at the project level, based, for instance, on the complexity, size or type of a project. In addition to any tailoring, further customisation may also be required at the project level to reflect the project's specific management needs. Examples of such customisations are the definition of decision thresholds for escalation, risk tolerances based on the risk appetite of the stakeholders, etc.

All tailoring and customisations should be documented in the Project Handbook.

The following guidelines should be considered when tailoring or customising the PM² Methodology:

- First, understand the purpose and value of the methodology element to be tailored, and then proceed with its tailoring.
- Avoid simplifying the methodology by eliminating whole chunks (e.g. a phase, a role, an activity or an artefact), but rather scale down (or up) the scope of that element.
- Balance the level of control a project needs against the extra effort such control requires.
- Eliminate waste (lean approach), but remain aligned with the spirit of the PM² Methodology as this is reflected by its four pillars and mindsets.
- Remember that the methodology was designed as an integrated whole, so avoid unnecessary deviations.

3 Project Organisation and Roles

3.1 Project Stakeholders

Project stakeholders are people (or groups) who can affect, or be affected by, the activities carried out during a project's lifecycle and/or by the project's outputs and outcomes. Stakeholders can be directly involved in a project's work, members of other internal organisations, or external to the organisation (e.g. contractors, suppliers, users or the general public).

The number of stakeholders depends on the complexity and scope of a project. However, the more people the project impacts on, the more likely it is that it will affect people who have some power or influence over the project. Given that stakeholders can be useful supporters of the project or may choose to block it, the effective management and involvement of project stakeholders is crucial for its success.

3.2 Governance Model and Layers

The diagram below provides an overview of the layers and main roles in the project organisation from a project management point of view.

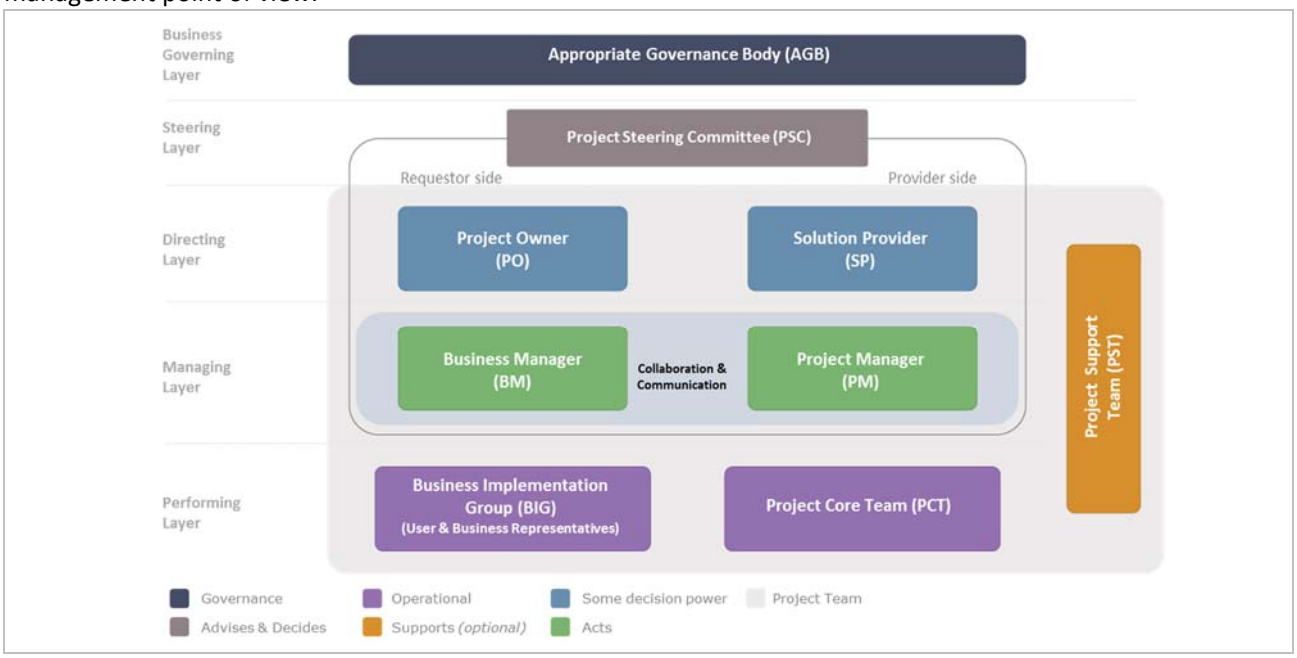

Fig 3.1 Project Organisation

Note that there is only one project team, which is composed of the people assuming the roles defined in the Performing, Managing and Directing layers. For the project to succeed, these people need to work together as a team.

Business Governing Layer
The Business Governing Layer determines the vision and strategy for the organisation as a whole. It consists of one or more management committees operating at a high or the highest management level. It is here that priorities are defined, investment decisions are made and resources are allocated.

Steering Layer
The Steering Layer provides general project direction and guidance. It keeps the project focused on its objectives. It reports to the Appropriate Governance Body (AGB). The Steering Layer is composed of the roles defined in the Directing and Management Layers plus other optional roles.

Directing Layer
The Directing Layer champions the project and owns its Business Case. It mobilises the necessary resources and monitors the project's performance in order to realise the project's objectives. The Directing Layer comprises the roles of Project Owner (PO) and Solution Provider (SP).

Managing Layer
The Managing Layer focuses on day-to-day project management. It organises, monitors and controls work to produce the intended deliverables and implement them in the business organisation.

Members of the Managing Layer report to the Directing Layer. The Managing Layer comprises the roles of Business Manager (BM) and Project Manager (PM). It is critical for the success of the project that there is close collaboration and effective communication between these two roles.

Performing Layer
The Performing Layer reports to the Managing Layer and carries out the project work. It comprises the Project Core Team (PCT) and the Business Implementation Group (BIG) which produces the project deliverables and implements them in the business organisation.

3.3 Roles & Responsibilities

3.3.1 Project Steering Committee (PSC)

The Project Steering Committee (PSC) comprises the four Roles in the Managing and Directing Layers, providing a balanced mix of requestor- and provider-side representatives. Other roles can also participate as per the project's needs.

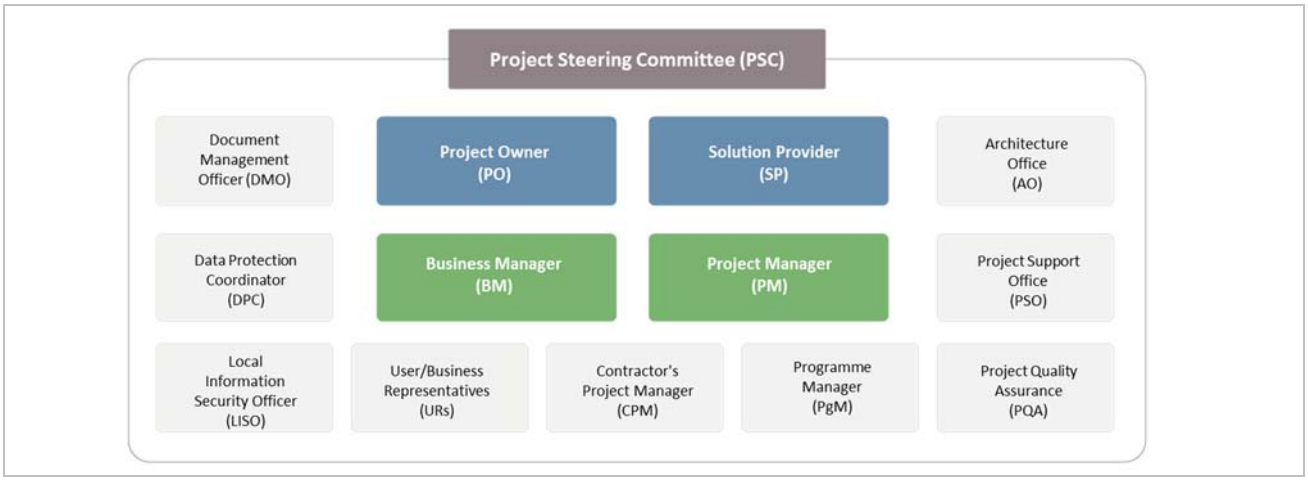

Fig 3.2 Example of the composition of a Project Steering Committee (PSC): permanent and optional roles

The Project Steering Committee (PSC) is chaired by the Project Owner (PO), and is the key decision-making and issue-resolution body for the project. Any significant decisions that may affect the project or the team's ability to deliver on the objectives will be escalated to the Project Steering Committee (PSC). Approval of key documents, resolution of important project issues or significant change requests will be discussed and decided upon here.

3.3.2 Project Owner (PO)

The Project Owner (PO) is the client of the project, and as such sets the business objectives and ensures that project outcomes are in line with business objectives and priorities. As the key Directing Layer role from the requestor side, the Project Owner (PO) is accountable for the overall project's success, and later becomes the owner of the project's outputs (product or service).

The Project Owner (PO) acts as the project champion, providing leadership and strategic direction to the project and its members. S/he represents the interest and perspective of the permanent organisation as s/he usually has a management position in the functional hierarchy. The Project Owner (PO) mobilises the necessary resources, owns the project's business risks, resolves escalated issues and conflicts, regularly monitors the project's progress and drives organisational change.

3.3.3 Solution Provider (SP)

The Solution Provider (SP) assumes overall accountability for the project deliverables and represents the interests of those who design, manage and implement (or outsource) the project's deliverables. As the key Directing Layer role from the provider side, the Solution Provider (SP) usually has a management position in the functional hierarchy of the organisation undertaking the project, and therefore often works with the Project Owner (PO) in defining the project's business objectives.

When part of the project is outsourced, the Solution Provider (SP) approves the objectives of the outsourced activities and deliverables, and becomes accountable for the contractor's performance.

3.3.4 The Business Manager (BM)

The Business Manager (BM) represents the Project Owner (PO) on a daily basis within the project and helps in defining the project's business objectives via the Project Initiation Request, Business Case and Business implementation Plan. The Business Manager (BM) collaborates closely with the Project Manager (PM) and coordinates client-side activities and roles (e.g. User and Business Representatives) ensuring that the deliverables of the project fulfil the business and user needs.

The Business Manager (BM) also plans any required business re-engineering and organisational change activities and leads their implementation, ensuring that the permanent organisation is ready to accommodate the project's deliverables when these are made available by the Solution Provider (SP)

3.3.5 Project Manager (PM)

The Project Manager (PM) oversees the project on a daily basis and is responsible for delivering high-quality project results within the identified objectives and constraints ensuring the effective use of the allocated resources. More widely, the Project Manager's (PM) responsibility also includes risk and issue management, project communication and stakeholder management.

The Project Manager (PM) is responsible for creating all management artefacts (with the exception of the Project Initiation Request, Business Case and Business Implementation Plan). S/he controls the project's evolution by managing project change and ensuring that project aims are achieved within the quality, time, and cost objectives, taking preventive or corrective measures where necessary. The Project Manager (PM) also monitors and controls the project and reports to the Project Steering Committee (PSC) on project progress.

3.3.6 Business Implementation Group (BIG)

The Business Implementation Group (BIG) consists of business and user representatives. It is responsible for identifying business requirements, acceptance testing of project deliverables, as well as implementing the business changes that need to be made for the organisation to effectively integrate the project deliverables into its everyday work.

3.3.7 Project Core Team (PCT)

The Project Core Team (PCT) consists of the specialist roles responsible for creating the project deliverables. Its composition and structure depend on the project size and type (e.g. IT project, policy development project, etc.) and is defined by the Project Manager (PM) based on the project's needs.

Contractor's Project Manager (CPM): Manages the contractor's project activities and team. Is part of the Project Core Team (PCT) and reports to the Project Manager (PM).

3.3.8 Other Roles

User Representatives (URs): User Representatives (URs) represent the interests of the project's end-users and are part of the Business implementation Group (BIG). It is important to designate User Representatives (URs) and involve them throughout the project, keep them up to date with developments and provide them with a sense of ownership. User Representatives (URs) help define project requirements and validate them at regular intervals, ensuring that the final deliverables are fit for the business purpose.

Project Support Team (PST): Consists of the people responsible for providing support to the project. Its composition and structure depend on the needs of the project. The Project Support Team (PST) is often composed of representatives from various horizontal service or units.

Project Management Assistant (PAM): For large projects, the Project Manager (PM) might find it useful to delegate some management tasks to an assistant. This Project Management Assistant (PAM) can work on a range of coordination and supportive tasks as assigned by the Project Manager (PM), and acts as the Project Manager's (PM) backup in meetings, etc. However, the Project Manager (PM) remains the person responsible for all project management tasks and deliverables.

Project Support Office (PSO): Provides project management support to Project Teams on issues related to the application of the methodology and use of the artefacts, information systems, etc.

Project Quality Assurance (PQA): Working independently of the Project Manager (PM), the Project Quality Assurance (PQA) ensures the high quality of the project and its deliverables.

3.4 Competences for Project Management

Project management is much more than creating schedules and budgets. A good Project Manager (PM) has built up knowledge and experience, can apply a broad spectrum of technical and behavioural skills, and is equipped with a number of underlying behavioural and contextual competences.

Project Managers (PMs) should be adequately conversant with:

- the Project Management Methodology in use in their organisation.
- the policies and standards (e.g. security, enterpriser architecture, audits) that apply to the projects they manage.
- the business context of the projects they manage.
- the general project environment (i.e. sociocultural, political, physical).
- the domain to which their project belongs (e.g. IT, marketing).
- how the end product or service will evolve and be maintained after it is delivered.

However, in addition to the above, Project Managers (PMs) require other competences that allow them to work effectively with people and within their broader organisational context. These competences include being able to communicate, lead, motivate, negotiate, solve problems, conduct meetings and workshops, and report project status, as well as to manage complex situations with diverse teams and stakeholder groups with pluralistic and conflicting priorities.

The table below lists the main People and Perspective Competences that are relevant to the practice of Project Management:

People Competences	Perspective Competences
• Self-reflection and self-management • Personal integrity and reliability • Personal communication • Relationships and engagement • Leadership • Teamwork • Conflict and crisis management • Resourcefulness • Negotiation • Results Orientation	• Strategy • Governance, structures and processes • Compliance, standards and regulation • Power and interest • Change and transformation • Culture Values appreciation and ethics *Source: IPMA-ICB (adapted)*

Out of all the above competences, values appreciation and ethics have a prominent position, since they guide us in the application of our competencies and determine what we consider good or bad, right or wrong. They are the filter that guides our decisions and actions in any given situation.

Demonstrating project management competencies should be done in an effective, consistent and situation-specific manner, while remaining aligned with organisational values and professional ethics. The purpose is to achieve the project's goals by taking (and acting on) the right decisions, at the right time, in the right way and for the right reasons; in other words, to manage the project in the right way. This becomes a challenging as there are often ethical tensions between the goals, the means and the Project Manager's duty towards the various stakeholders and their interests.

Such decisions and tensions become easier to manage when Project Managers (PMs) have developed an ethical disposition which involves the balancing of goals and skills, personal integrity and moral virtue.

Although all virtues (logical and moral) affect all competences, the virtues of judgment, prudence and insightfulness are (comparatively) more related to demonstrating the perspective competencies, while the moral virtues of honesty, fairness, friendliness, generosity, temperance, courage, humour, and magnanimity and magnificence, are (comparatively) more related to demonstrating people competences.

For further insights on personal and professional virtues and their connection with competences, please refer to the PM² Methodology Guide – Appendix on Ethics and Conduct.

4 Initiating Phase

The first phase of a PM² project is the Initiating Phase. During this phase, the people involved formulate the project's objective, ensure the project's alignment to the organisation's strategic objectives, undertake some initial planning to get the project off to a good start, and put together the information required to gain approval to continue to the Planning Phase. The main input of this phase is a (client) request to address a need, problem or opportunity.

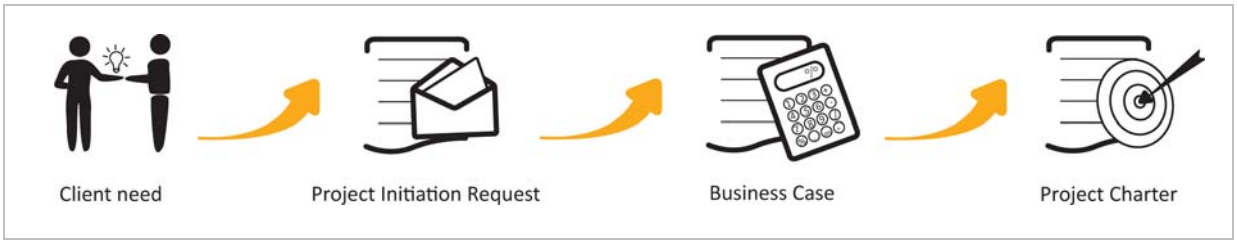

Fig 4.1 Overview of the Initiating Phase

As part of the Initiating Phase, the following information is captured, documented and communicated:

- Preliminary information about who the requestor is, who are the stakeholders, and what are the business needs and the desired outcomes.
- The business context and justification, problem description and possible solution alternatives, and budgetary, effort and time estimates.
- The project's objectives in terms of scope, quality, cost and time, as well as milestones, deliverables, and the project management approach and governance.

The Business Case and Project Charter capture the abovementioned information, which are both baselined and referenced throughout the project.

Proper project initiation is a critical for successful project planning and execution.

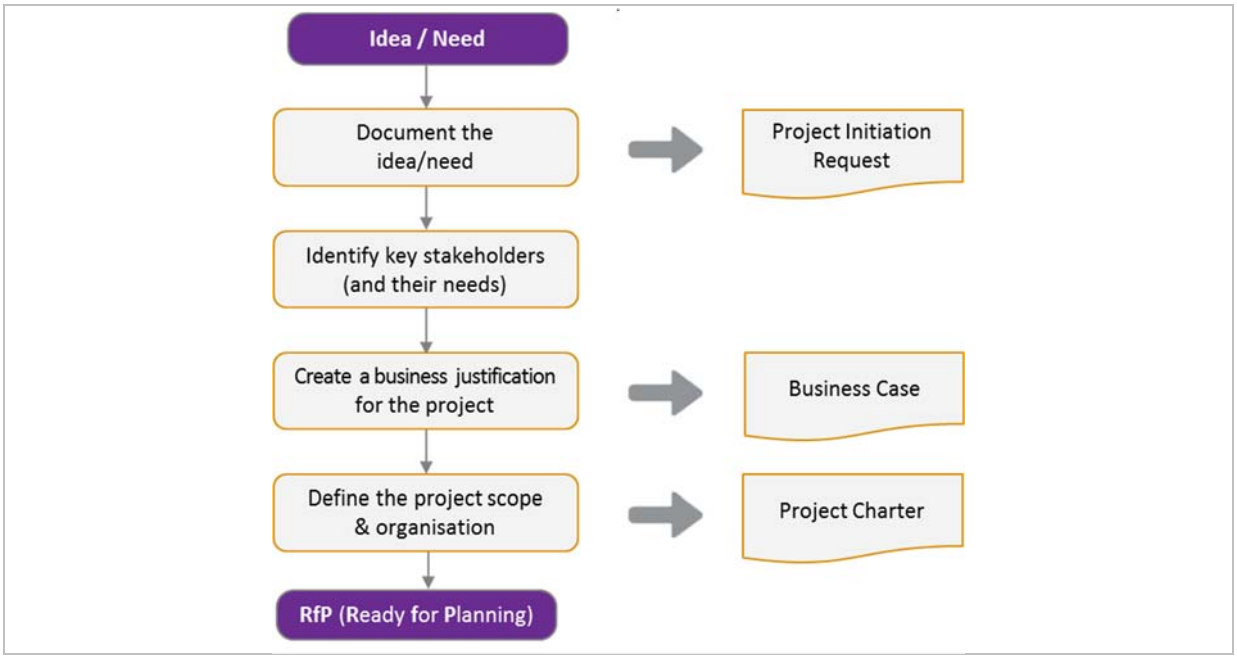

Fig 4.3 Initiating Phase: activities and main outputs

At the end of the Initiating Phase, the Project Steering Committee (PSC) or other Appropriate Governance Body (AGB) reviews the Initiating Phase documents and decides whether to authorise the project to formally move forward to the Planning Phase.

Three key project artefacts are created during the Initiating Phase: the Project Initiation Request, the Business Case and the Project Charter. Some of the Project Logs are also set up (i.e. Risk Log, Issue Log, Decision Log) while the Change Log is typically set up during the Planning Phase.

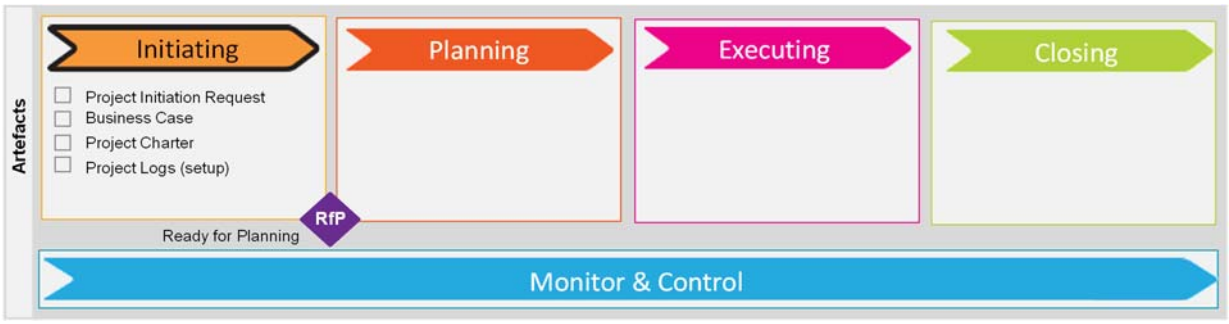

Fig 4.2 Initiating Phase Artefacts

4.1 Initiating Meeting

This is an informal meeting, usually between the project initiator, the Project Owner (PO) and others who could potentially contribute to the creation of the Initiating Phase documents. The goal of this meeting is to introduce any pre-project information and discuss the next steps.

The result of this meeting is a better understanding of the context of the (future) project as well as a decision to move forward with the creation of the Project Initiation Request. Documentation and lessons learned from previous similar projects can also be used as input to this meeting.

4.2 Project Initiation Request

The Project Initiation Request is a project's starting point and formalises its initiation. By creating a Project Initiation Request, the project initiator ensures that the current context/situation (i.e. problem, need or opportunity) and the project's desired outcomes are formally captured and can be used as a basis for further exploration and elaboration.

4.3 Business Case

The purpose of the Business Case is to capture the reasoning behind the project, to describe the project's alignment with the organisation's strategic objectives, to provide a justification for the investment in time and effort, and to set out the budgetary needs. For larger strategic projects, the Business Case may also include an assessment of impact and risks along with a cost-benefit analysis.

The Business Case provides decision-makers with the information they need to determine whether the project is worth doing. The Business Case is a living document and therefore should be re-examined at critical project milestones to check that the expected benefits are still achievable, the costs/schedule fall within the budget/timeline, and the project is still relevant to the organisation and should be continued.

4.4 Project Charter

The Project Charter provides a basis for the more detailed project planning. It defines the project's objectives (i.e. scope, time, cost, quality), the high-level requirements, risks and constraints, and the project milestones and deliverable(s).

The charter is a key element of the project approval process (along with the Business Case). It includes the *what*, *how* and *when* fundamentals of the project and provides a baseline against which progress can be measured. Although the Project Charter can be initiated by the Business Manager (BM), it is ultimately the responsibility of the Project Manager (PM) to complete it and submit it for approval.

4.5 Project Phase Gate: RfP (Ready for Planning)

A review and approval are recommended before the project can formally move to the next phase. The Project Manager (PM) assesses whether the project is ready to commence the Planning Phase and seeks approval of the Business Case and Project Charter from the Project Steering Committee (PSC). If the Business Case or Project Charter is not approved, the project then proceeds directly to the Closing Phase for Lessons Learned and proper project archiving. PM² provides a template Phase Exit Review Checklist.

5 Planning Phase

During the Planning Phase, all project work related to the achievement of the project objectives is defined and planned. This involves further elaborating the project scope, outlining the various tasks and deliverables necessary to achieve the project's goals, identifying risks and developing response plans, estimating the resources needed and producing a reliable project work pan. By the end of the Planning Phase, all project plans have been developed, and an appropriate management and implementation approach has been established.

The project plans can be updated several times during the Planning Phase as the Project Manager (PM) and team try to strike the optimal balance between the use of resources and the achievement of the project's quality objectives under given constraints. Once the project plans are finalised, agreed and approved, they are baselined and thereafter changed by following the Change and Configuration Management rules and procedures defined in the relevant plans.

The following activities are part of the Planning Phase:

- running the Planning Kick-off Meeting to officially start the Planning Phase.
- specifying requirements (at the desired level of detail) and defining the work to implement them.
- updating the Project Stakeholder Matrix with all project stakeholders.
- coordinating planning meetings with various stakeholders.
- creating the Project Handbook, which defines the project management approach and procedures.
- developing the Project Work Plan (Work Breakdown, Effort and Cost Estimates, Project Schedule).
- establishing other important plans such as the Communications Management Plan, the Transition Plan and the Business Implementation Plan.

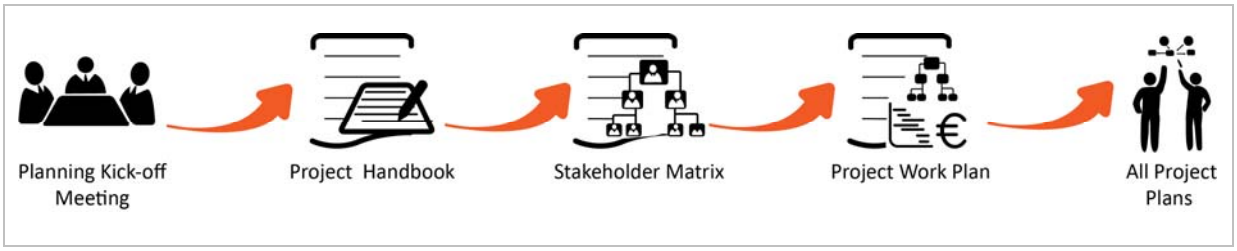

Fig 5.1 Overview of the Planning Phase

The outputs of the Planning Phase are used to assess whether the goals of the phase have been achieved, and therefore, whether the project is ready to move to the Executing Phase.

Most of a project's artefacts are created during the Planning Phase. There are three categories of PM² Artefacts:

Artefact Type	Description
Management Plans (standard)	These plans define the various processes to be used (e.g. for Risk Management). PM² provides templates for these artefacts along with guidelines on how to tailor and customise them to the project's context and needs.
Project Plans (project specific)	These plans are specific to the project (e.g. the Project Work Plan) and are built according to the project needs and the team's input and analysis. PM² provides templates and guidelines for these plans.
Other (domain specific)	These artefacts are specific to the project domain (e.g. system models for IT projects, architectural layouts for moving projects, etc.). PM² does not provide templates for these artefacts.

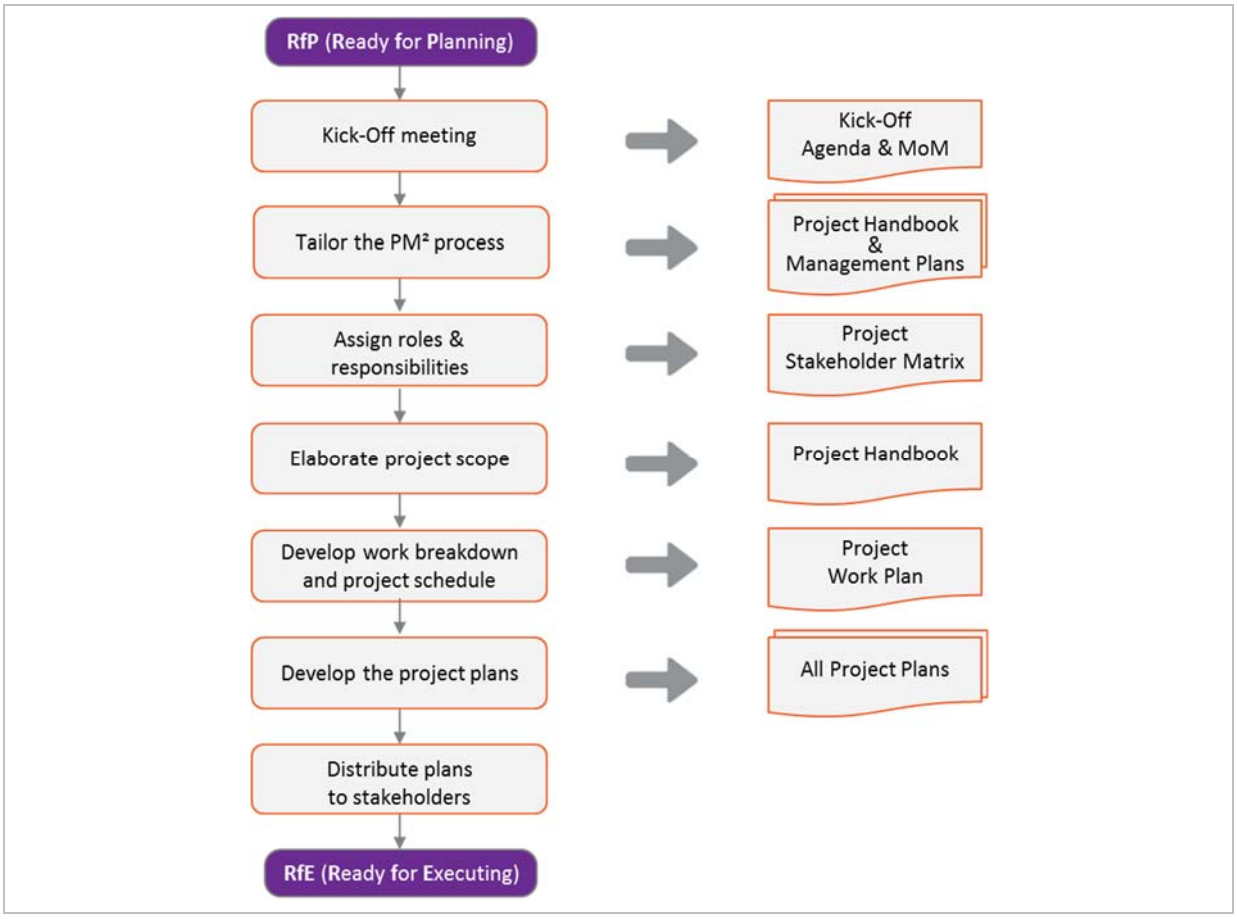

Fig 5.3 Planning Phase: activities and main outputs

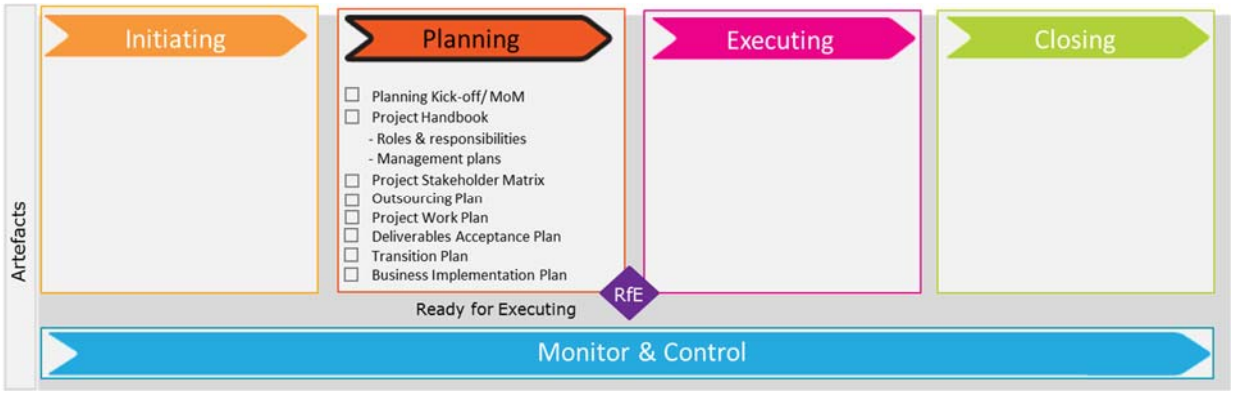

Fig 5.2 Planning Phase Artefacts

5.1 Planning Kick-off Meeting

The Planning Phase starts with an official Planning Kick-off Meeting, the aims of which are to:

- ensure that everyone understands the project scope.
- clarify the expectations of all key project stakeholders.
- identify project risks.
- discuss the process of developing the project plans, as well as their specific content.

At this early stage, past experiences, and especially Lessons Learned from previous similar projects, will significantly help the project team.

This Planning Kick-off Meeting should be planned and run effectively as it is critical that the project goals are well understood. A Meeting Agenda should be prepared to outline the goals of the meeting, and the Minutes of Meeting (MoM) should be communicated to all the relevant stakeholders.

5.2 Project Handbook

The Project Handbook summarises the project objectives and documents the selected approach for achieving the project goals. It documents the Critical Success Factors (CSFs), defines the key controlling processes, the conflict resolution and escalation procedure, policies and rules, and the project mindsets.

The Project Handbook also documents the project governance roles and their responsibilities, and defines the plans necessary for managing the project as well as any methodology-tailoring decisions. The project goals and scope (found in the Initiating Phase documents) are key inputs to this artefact.

The Project Handbook is an important reference document for all project members and stakeholders, and along with the Project Work Plan, is the basis on which the project is managed and executed.

5.3 Project Management Plans

PM² suggests several Project Management Plans (artefacts) which outline the various project management processes. These plans identify how an organisation manages relatively standard processes. These plans are the:

1. Requirements Management Plan
2. Project Change Management Plan
3. Risk Management Plan
4. Quality Management Plan
5. Issue Management Plan
6. Communications Management Plan

Depending on the organisation and the project, different levels of documentation detail may be required. When sufficient, a brief definition of each management process or plan can be provided in the Project Handbook. When a more extensive and detailed description is needed, separate management plans can be instituted based on the PM² templates and guidelines provided.

5.4 Project Stakeholder Matrix

The Project Stakeholder Matrix lists all (key) project stakeholders and their contact details and clearly states their role(s) in the project. It may also include a classification or categorisation of each stakeholder. The information captured in the Project Stakeholder Matrix should be tailored to the project's needs.

5.5 Project Work Plan

The Project Work Plan identifies and organises the project work and deliverables needed to achieve the project goals. It establishes a basis on which to estimate the project's duration, calculate the required resources, and schedule the work. Once the tasks are scheduled, the Project Work Plan is used as a basis for monitoring progress and controlling the project. The Project Work Plan should be baselined but also kept up-to-date during the life of the project and capture all project related work as identified during planning phase or emerged during the executing phase. The Project Work Plan has three main sections:

- **Work Breakdown:** The objective is to document the break-down of the project into smaller and more manageable components such as deliverables, work packages, activities and tasks. The breakdown has multiple levels, each with progressively more fine-grained work and deliverables. Taken together, these define the project output(s) and the work involved in producing them.
- **Effort & Cost Estimates:** The objective is to document the effort (estimates) required to complete each project task identified in the Work Breakdown. After a task is assigned to a resource (or to a resource profile) it also becomes possible to calculate its cost. These estimates will be inputs for the development of the project schedule and budget.
- **Project Schedule:** The objective is to document the dependencies between tasks, pinpoint their start and end dates, and work out the overall project duration. Detailed scheduling can be done for the entire project upfront, or alternatively, worked out (in adequate detail) only for some early parts of it (e.g. first project stage), and then progressively developed in full detail. The Project Manager (PM) uses the schedule to authorise, coordinate and accept project work, and to monitor overall progress.

5.6 Outsourcing Plan

The Outsourcing Plan defines the *what* and *how* for any outsourced products or services. It outlines the scope of products and/or services to be purchased or contracted, identifies the outsourcing strategies that will be used, and defines the relevant responsibilities for the full outsourcing lifecycle. Note that any relevant procurement rules and procedures within the organisation supersede this plan.

5.7 Deliverables Acceptance Plan

Deliverables acceptance planning aims to increase the likelihood that deliverables will be accepted by the client side and that the resources involved in the acceptance will be used in an efficient way.

The Deliverables Acceptance Plan documents the agreed criteria and approach for deliverables acceptance. It also documents the relevant responsibilities, including all activities and effort required, as well as the timing and capability requirements for this, so that the project's deliverable(s) can be formally accepted by the client based on objective criteria and predefined timelines.

5.8 Transition Plan

The Transition Plan defines the goals, prerequisites, activities and responsibilities associated with transitioning from the old (pre-project) to the new (post-project) state. It seeks to minimise the impact of any disruptions on the business during the transition period, and to facilitate the roll-out of project outputs in a smooth and timely fashion, allowing them to be used efficiently and with no serious transition issues.

A successful transition is an important prerequisite for achieving the planned project benefits. All transition activities become part of the Project Work Plan and are scheduled and controlled as part of the overall project.

5.9 Business Implementation Plan

The Business Implementation Plan aims to increase the likelihood of achieving the project's desired outcomes and benefits. It documents an assessment of the project's impact on the organisation's processes, culture and people and outlines the change-management and communications activities that need to take place to ensure that the project outputs are effectively integrated into the organisation's environment.

These activities become part of the Project Work Plan and are scheduled and controlled as part of the overall project.

5.10 Phase Gate: RfE (Ready for Executing)

A review and approval are recommended before the project can formally move to the next phase. The Project Manager (PM) uses the outputs of the Planning Phase to assess whether the goals of this phase have been achieved, and then requests approval from the Project Steering Committee (PSC) to move on to the Executing Phase.

If major deviations from the baselined Business Case and/or Project Charter are identified, then the Project Steering Committee (PSC) must receive an additional approval from the Appropriate Governance Body (AGB) before the project can move on to the Executing Phase. PM² provides a Phase Exit Review Checklist.

6 Executing Phase

During the Executing Phase, the project team produces the project deliverables (outputs) as per the Project Work Plan and the requestor's expectations. The Project Core Team (PCT) executes the work assigned to it, while the Project Manager (PM) coordinates people, manages resources, meetings and activities, while also resolving conflicts, managing quality assurance, producing project performance reports, and distributing information to all relevant stakeholders. For its part, the Business Implementation Group (BIG) executes the business implementation activities.

By the end of the Executing Phase, all project deliverables need to have been produced and accepted (final or provisional acceptance—as per the Deliverables Acceptance Plan) by the requestor side.

The following activities are part of the Executing Phase:

- running the Executing Kick-off Meeting.
- distributing information based on the Communications Management Plan.
- assuring quality by executing the relevant activities defined in the Quality Management Plan.
- coordinating project work, people and resources, and resolving conflicts and issues.
- producing the project deliverables in accordance with the project plans.
- handing over the deliverables as described in the Deliverables Acceptance Plan.

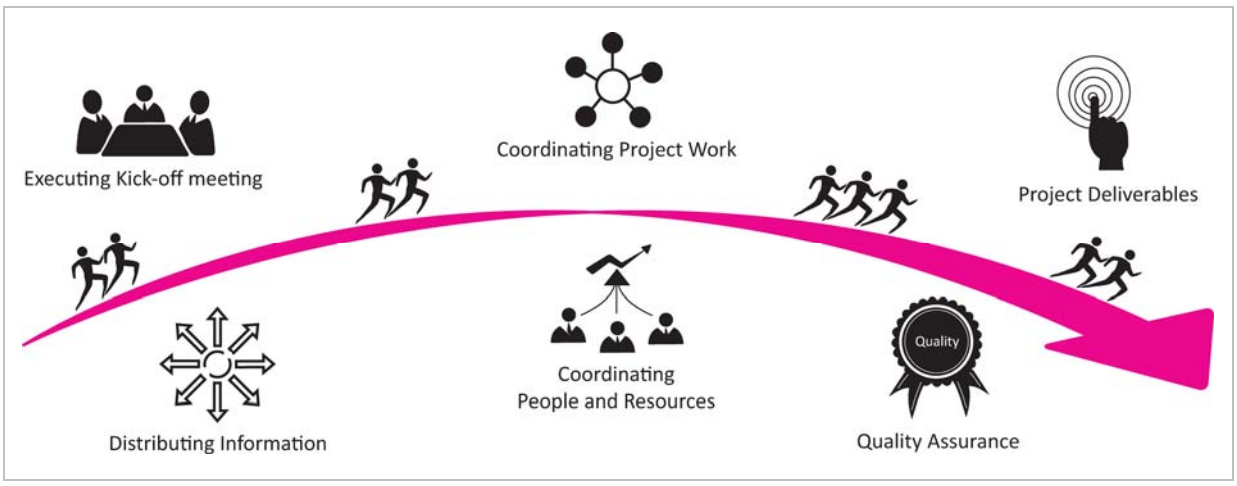

Fig 6.1 Overview of the Executing Phase

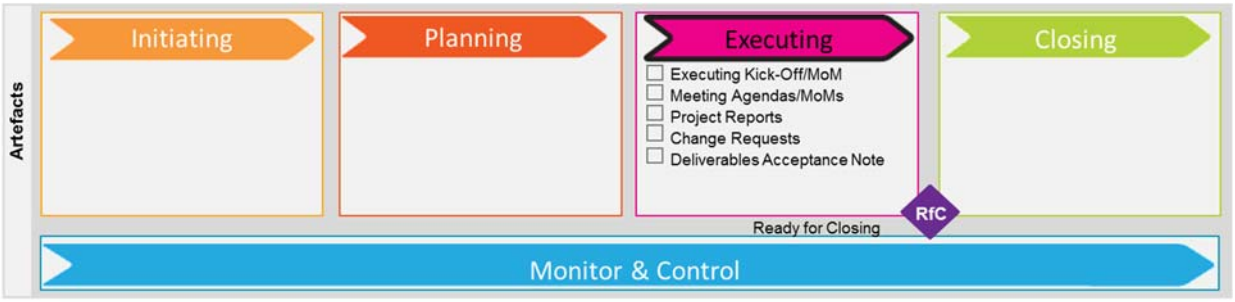

Fig 6.2 Executing Phase Artefacts

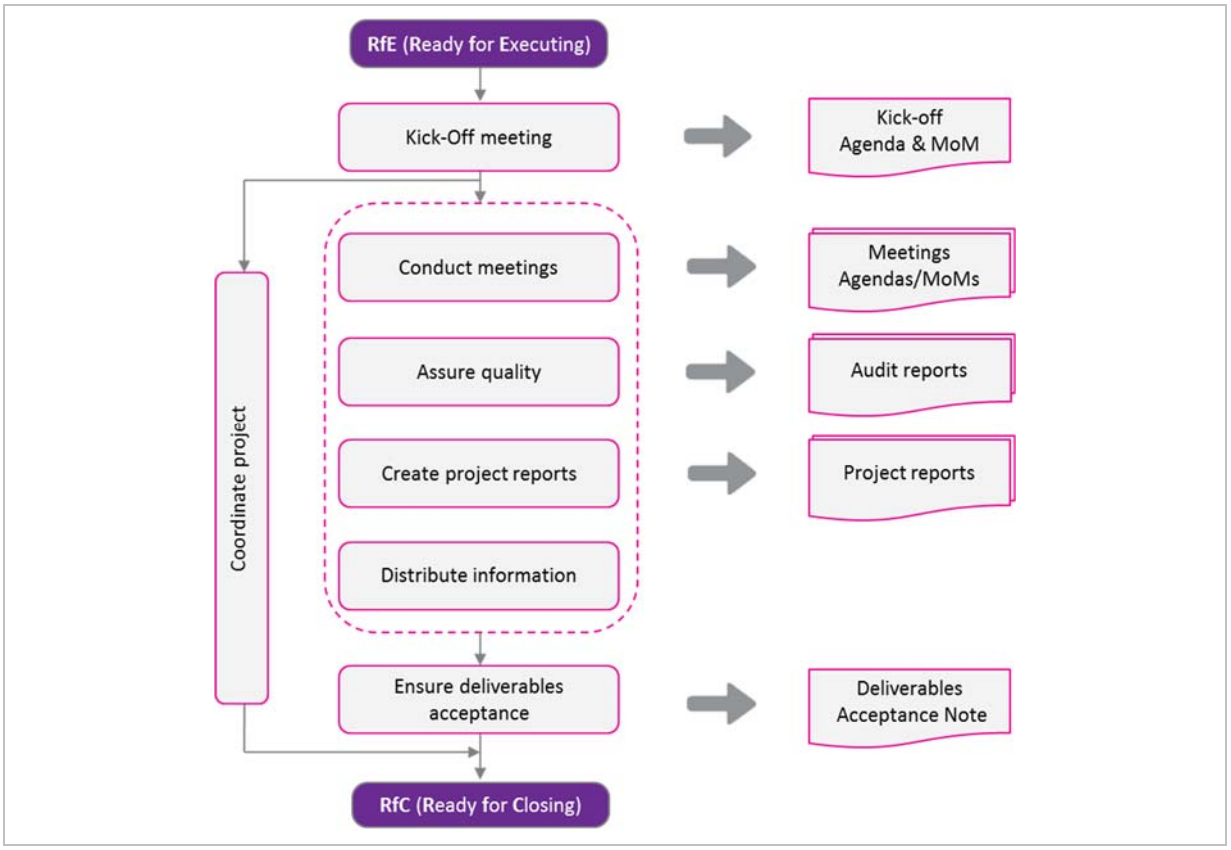

Fig 6.3 Executing Phase: activities and main outputs

6.1 Executing Kick-off Meeting

The Executing Phase starts with the Executing Kick-off Meeting. This meeting ensures that the whole Project Team is aware of the project's key elements and rules.

6.2 Project Coordination

The objective of project coordination is to facilitate the project's progress by continuously providing information to the Project Core Team (PCT) and supporting the completion of assigned work.

Project coordination includes allocating project resources to activities, performing regular quality checks of interim results, maintaining ongoing communication with all project team members, and keeping everyone involved in the project motivated through leadership, negotiations, conflict resolution and the application of appropriate Human Resource management techniques.

6.3 Quality Assurance

Quality Assurance is the activity of gathering evidence that proves the project work is following high-quality standards, methodologies and best practices. It seeks to allow us to be confident that the project will satisfy the desired scope and quality requirements within the project constraints.

Quality Assurance activities include determining whether appropriate project controls are in place, confirming that they are being implemented and assessing their effectiveness.

Quality Assurance activities are documented in the Quality Management Plan. These can be performed by the Project Manager (PM), the Project Quality Assurance (PQA) role, or other project roles such as the Project Core Team (PCT), the Business Manager (BM) or the Solution Provider (SP). External audits undertaken by entities outside the project can also be defined.

6.4 Project Reporting

The purpose of Project Reports is to communicate to the appropriate stakeholders, consolidated information concerning project performance. Project reports typically provide information on scope, schedule, cost and quality, as well as information related to the status of risks, issues, project changes and outsourcing.

This information should be presented to the various stakeholders in the appropriate form (e.g. text or charts) and with the appropriate level of detail, as defined in the Communications Management Plan

Project Reports may also contain agreed project indicators and metrics for evaluating progress. The reports are formally presented and discussed during the various project meetings, and disseminated via the information distribution activities described in the Communications Management Plan.

6.5 Information Distribution

Information distribution refers to the methods used to keep project stakeholders informed about relevant project details through the regular distribution of project reports, as per the Communications Management Plan and project stakeholder needs.

6.6 Phase Gate: RfC (Ready for Closing)

A review and approval are recommended before the project can move to the next phase. The Project Manager (PM) assesses whether all the goals of the Executing Phase have been achieved, verifies that all planned activities have been carried out, that all requirements have been met, and that the project's outputs have been fully delivered. The Project Manager (PM) is also responsible for ensuring that the Project Owner (PO) accepts the project's deliverables (at least provisionally), finalises the transition and makes the outputs available to the end-users.

Once all the above conditions have been met, the Project Steering Committee (PSC) can authorise the Project Manager (PM) to move the project to the Closing Phase.

PM² provides a template Phase Exit Review Checklist for each phase that can be used by the Project Manager (PM) to guide the assessment, alongside a review of the phase's specific goals.

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7 Monitor & Control

Monitor & Control activities run throughout the duration of the project, but peak during the Executing Phase. All project management processes are executed as part of the Monitor & Control process group.

The Monitor & Control activities are carried out based on the processes described in the Project Management Plans developed during the Planning Phase. The effective execution of these processes is ultimately the responsibility of the Project Manager (PM).

Manage

- Execute all management processes defined in the Project Management Plans, and manage the outsourcing, transition, business implementation and deliverables acceptance activities as per the relevant Project Specific Plans.

Monitor

- Monitor project activities and overall project performance.
- Track the project performance against the baseline in order to facilitate reporting and controlling.

Control

- Devise, plan, propose and implement corrective actions to address existing or potential performance risks or issues, while updating the relevant project plans and logs.

The Project Logs are regularly updated as new information becomes available (e.g. new risks or issues can arise, and new information must then be added to the relevant logs).

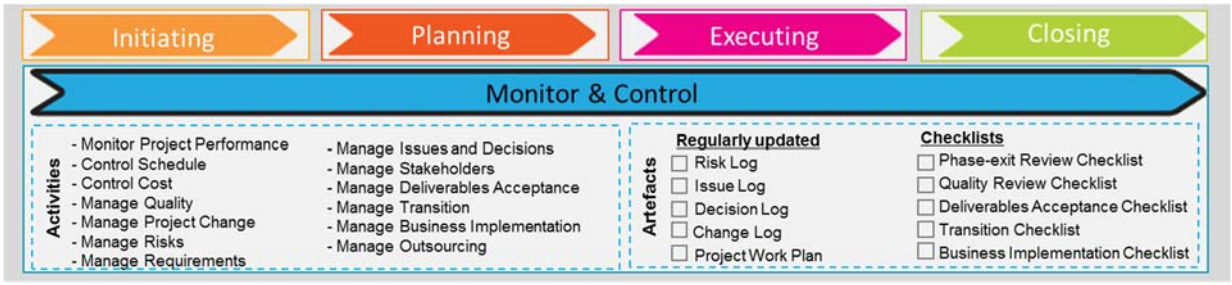

Fig 7.1 Monitor & Control: activities and main artefacts

7.1 Monitor Project Performance

The purpose of project performance monitoring is to collect information about the state of the project's progress and overall health. The Project Manager (PM) tracks the project dimensions of scope, schedule, cost and quality, monitors risks, issues and project change, and forecasts their evolution for the purpose of reporting the overall project progress.

This information is then distributed to relevant stakeholders as per the Communications Management Plan.

7.2 Control Schedule

The purpose of schedule control is to ensure that project tasks are carried out as scheduled and that project deadlines are met. The Project Manager (PM) regularly monitors the schedule and tracks the difference between planned, actual and forecast activities/deadlines.

Project changes (e.g. addition of new tasks or changes to the required effort or start/end dates of existing ones) that have an impact on the overall project schedule are incorporated into the Project Work Plan (updated schedule). If the schedule is at risk or considerable delays are foreseen, the Project Steering Committee (PSC) needs to be informed and corrective actions must be devised, agreed and implemented. If this happens, affected project stakeholders should also be notified.

7.3 Control Cost

The purpose of cost control is to manage the project costs so they conform to the cost/effort baseline and overall project budget constraints. The Project Manager (PM) regularly monitors the budget and tracks the difference between budgeted, actual and expected costs.

If the project budget is at risk, the Project Steering Committee (PSC) needs to be informed and corrective actions must be devised, agreed and implemented. If considerable cost overruns are foreseen, these need to be justified, reported to and approved by the Project Owner (PO) or the Appropriate Governance Body (AGB).

7.4 Manage Stakeholders

Managing project stakeholders is a critical project management activity that begins in the Initiating Phase of the project, when project expectations and requirements are identified, and ends in the Closing Phase, when stakeholders' overall project experience and satisfaction are recorded.

Responsibility for this activity belongs to the Project Manager (PM). However, all members of the Project Steering Committee (PSC) should also be involved, in particular the Business Manager (BM) who should help manage stakeholders on the requestor side (e.g. users).

7.5 Manage Requirements

Requirements management is the process of gathering, documenting and validating requirements and managing their implementation and change. It is a process that runs throughout the project lifecycle 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. It can be documented either in a Requirements Management Plan or in the Project Handbook. Separate requirements documents are used to specify, categorise and prioritise the requirements. These can be standalone documents or an annex to the Project Charter.

7.6 Manage Project Change

Project change management defines the activities related to identifying, documenting, assessing, prioritising, approving, planning and controlling project changes, as well as communicating them to all relevant stakeholders. Changes can be requested (or identified and raised) throughout the project lifecycle by any project stakeholder..

The Project Change Management Process can be tailored and customised to a project's needs and can be documented either in a Project Change Management Plan or in the Project Handbook. A Change Log is used to document, monitor and control all project changes. This makes it easier to track the changes and communicate them to the Project Owner (PO) and/or the Project Steering Committee (PSC) for approval.

7.7 Manage Risk

Risk management is a systematic ongoing process for identifying, assessing and managing risks so they conform to the organisation's accepted risk attitude.. Risk management improves the project team's confidence by proactively managing any potential event that might have a positive or negative impact on project objectives.

The Risk Management Process can be tailored and customised to a project's needs and can be documented either in a Risk Management Plan or in the Project Handbook. A Risk Log is used to document and communicate the risks and relevant risk-response actions and responsibilities.

7.8 Manage Issues and Decisions

The Project Manager (PM) manages project issues and decisions. Issues are identified, evaluated and assigned for resolution to relevant project stakeholders as per the Issue Management Process, which can be documented in either an Issue Management Plan or the Project Handbook. The Issue Log is used to manage project issues, while the Decision Log is used to document all relevant decisions. Note that issues and decisions are often linked to the resolution of other log items (e.g. risks or changes).

7.9 Manage Quality

Project quality management aims to ensure that the project will achieve the expected results in the most efficient way and that deliverables will be accepted by the relevant stakeholders. It involves overseeing all the activities needed to maintain a desired level of excellence. This includes performing quality planning, quality assurance, quality control and quality improvement throughout the project until the Closing Phase and the final acceptance of the project.

Configuration management helps project stakeholders manage project artefacts and deliverables effectively by providing a single reliable reference to these artefacts and deliverables, thereby ensuring that the correct versions are delivered to the project requestor/client.

A discipline that provides control of the assets used by the project (e.g. artefacts, deliverables, hardware, etc.).

The Project Manager (PM) must ensure that the objectives, approach, requirements, activities, metrics and responsibilities of the Quality Management Process are clearly defined and documented in the Quality Management Plan.

7.10 Manage Deliverables Acceptance

A project may produce one or more deliverables. Each of these deliverables must be formally accepted. Deliverables acceptance management ensures that these deliverables meet the predefined objectives and criteria defined in the Deliverables Acceptance Plan, so the project requestor can formally accept them.

Note that final project acceptance takes place in the Closing Phase.

7.11 Manage Transition

Transition management ensures a controlled and smooth transition from the old state to the new state in which the new product/service developed by the project is put in place. It includes the management of any relevant communication activities and requires close cooperation between the Project Manager (PM) and the Business Manager (BM) to ensure the correct transfer of project deliverables to the client organisation.

7.12 Manage Business Implementation

The effective execution of all business implementation activities is critical for smooth operations, even after the project's outputs have been delivered to the stakeholder/user community. Business implementation activities are thus complementary to transition activities.

Note that business implementation activities will almost always be required long after the project has ended, so it is good practice to also define post-project change activities. The implementation of these activities is the responsibility of the permanent organisation and they are usually carried out as part of ongoing operations or future projects.

7.13 Manage Outsourcing

The Project Manager (PM) manages the delivery of all products and/or services that have been outsourced. S/he works with the relevant procurement groups and the Contractor's Project Manager (CPM) in order to ensure that the contractor effectively manages the outsourced work and delivers according to the time, cost and quality expectations defined in the Outsourcing Plan.

7.14 Checklists

Checklists can be used to help the Project Manager (PM) better control the various dimensions of a project. These include the Phase-exit Review Checklist, Quality Review Checklist, Deliverables Acceptance Checklist, Transition Checklist, Stakeholders Checklist and Business Implementation Checklist.

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8 Closing Phase

During a project's Closing Phase, the finished deliverables are officially transferred into the care, custody, and control of the Project Owner (PO) and the project is administratively closed. The following activities are part of the Closing Phase:

- running the Project-End Review Meeting
- finalising all activities related to all deliverables to formally close the project.
- discussing the overall project experience and Lessons Learned with the project team.
- documenting Lessons Learned and best practices for future projects.
- closing the project administratively and archiving all project documents.

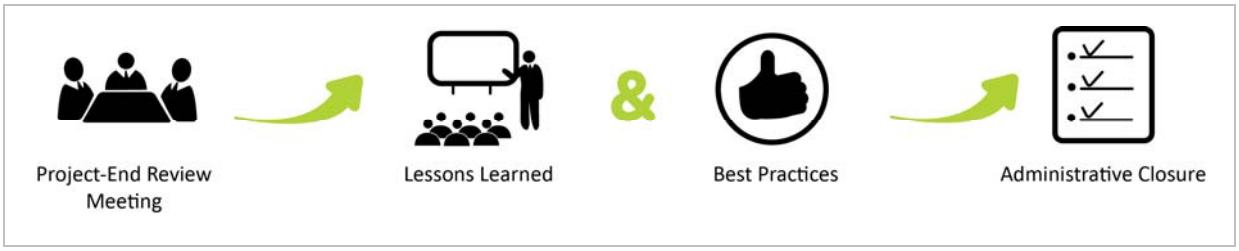

Fig 8.1 Overview of the Closing Phase

The Closing Phase starts with the Project-End Review Meeting and ends with the Project Owner's (PO) final approval, which marks the project's administrative closure. During the Closing Phase, the project's activities are completed, the project's final state is documented, the finished deliverables are accepted and officially transferred into the custody and control of the Project Owner (PO), all project documents are correctly filed and archived, and all resources used by the project are formally released.

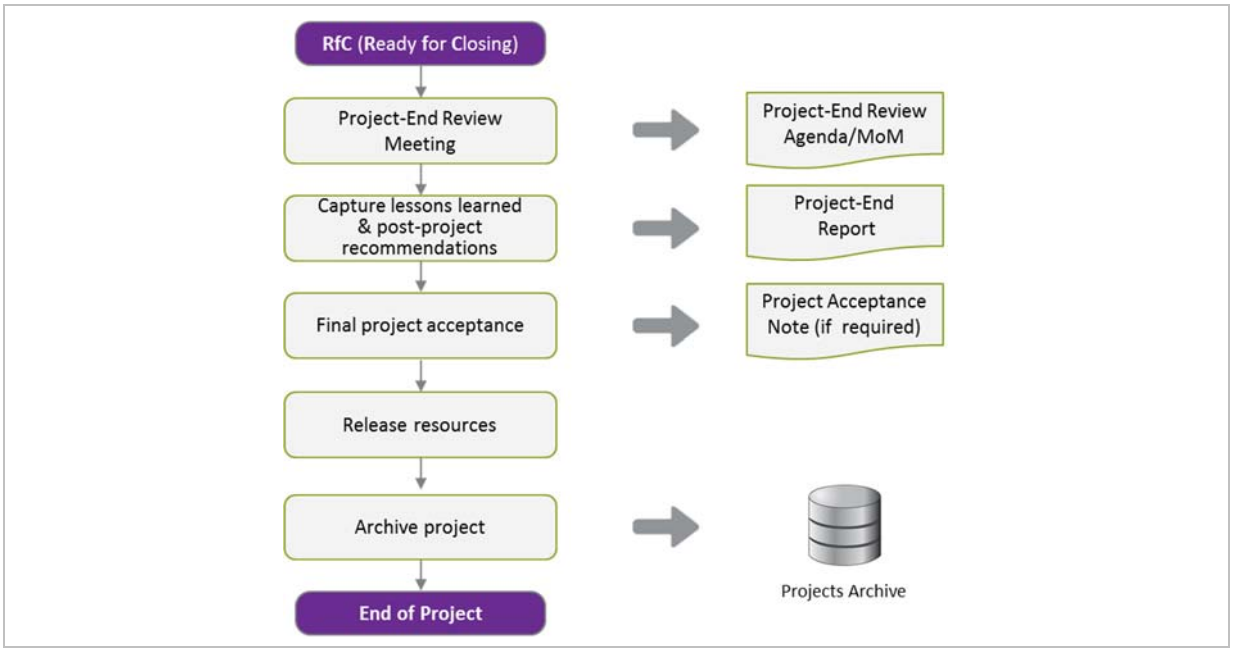

Fig 8.2 Closing Phase: activities and main outputs

8.1 Project-End Review Meeting

The Project-End Review Meeting launches the Closing Phase of the project after the Executing Phase is deemed complete. The goal of this meeting is to ensure that project members discuss their experience of the project so that Lessons Learned and best practices can be captured. Also in this meeting team and contractor performance are evaluated, and ideas and recommendations for post-project work are discussed.

8.2 Lessons Learned and Post-Project Recommendations

The purpose of formal Lessons Learned and Post-Project Recommendations is to make it possible for project teams and the permanent organisation at large to benefit from the experience acquired during the project. It is also important to capture ideas and recommendations for post-project work relating to the operation of the product/service delivered, such as extensions, maintenance and ideas for follow-up projects.

Note: Improvement opportunities and Post-Project Recommendations should be captured in some form as they come up during the project. Otherwise, particularly in longer projects, the ideas might get lost by the time the project reaches the Closing Phase.

There are many benefits to formalising Lessons Learned and Post-Project Recommendations. When project team members share their perspectives and provide feedback it provides useful insights that the requestor/client side can use to manage post-project activities more effectively.

8.3 Project-End Report

Following the Project-End Review Meeting, the overall experience of the project is summarised in a report that documents best practices, Lessons Learned, pitfalls and solutions to problems. The report should be used as a knowledge base for future projects.

8.4 Administrative Closure

The Project Manager (PM) ensures that all project deliverables have been accepted by the relevant stakeholders and, with the help of the Project Support Office (PSO), that all project documentation and records are up-to-date, reviewed, organised and securely archived. The Project Team is now officially dissolved and all resources are released.

The project is officially closed once all Closing Phase activities are completed and the Project Owner (PO) has approved the project. Formal project closure brings project mode to an end and allows operations mode to commence.

Appendix A: Contributions and Acknowledgements

The European Commission is grateful to all those who have contributed in the development of the PM² Project Management Methodology and wishes to acknowledge their contribution and sponsorship. In alphabetical order:

1. The following people provided leadership and sponsorship for the PM² and Open PM² initiatives:

BERLAIRE Philippe
BOVALIS Konstantinos
CABRERO MORENO Daniel
DEASY Declan
GARCIA-MORAN Francisco
GEORGIANNAKIS Giorgos
INGESTAD Gertrud
IGLESIAS Jeremias
KOUROUNAKIS Nicos
MARASLIS Athanasios
MEULEMAN Stijn
QUEST Stephen
SCHILDERS Dirk
SILVA MENDES Pedro
VASSILIADIS Theodoros
VEKEMANS Tom
VLEMINCKX Philippe

2. Authors of the PM² Guide and Methodology: KOUROUNAKIS Nicos & MARASLIS Athanasios

3. In addition, the following people served as project team members and contributed to the evolution of the PM² Methodology, provided text, concepts and expert knowledge, carried out reviews and assisted in developing the PM² Methodology and the PM² Guide:

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BORRELLY Christopher
BERGHMANS Marc
CALAMITA Valter
CRESPO GAMBADE Pablo
DAMAS Pierre André
DEL CASTILLO SANCHEZ Manuel
D'ELIA Sandro
DELL'AERA Giuseppe
DZHUMALIEVA Stefka
GKOLFI Argyro
GIOVANNELLI Rosaria
GREBLIUNIENE Lina
KIPS Bert
KOENS Maarten
KUMMER Laurent
LECOMTE Marie-Véronique
LECLERCQ Pierre
MARTA Ana
MARTINEZ RODRIGUEZ Eva
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MERGUERIAN George
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Produced by:

European Commission

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Appendix B: PM² Extensions

PM² and Agile Management

PM² recognises the complex and uncertain nature of many types of projects and the positive contribution of the *Agile way of thinking* to their effective management.

Agile approaches face various challenges, which grow with the size of the organisations in which they are applied. In the case of many organisations, these challenges include coordination between Agile and non-Agile teams, compliance with various organisational governance and audit requirements, and organisational architecture and interoperability constraints.

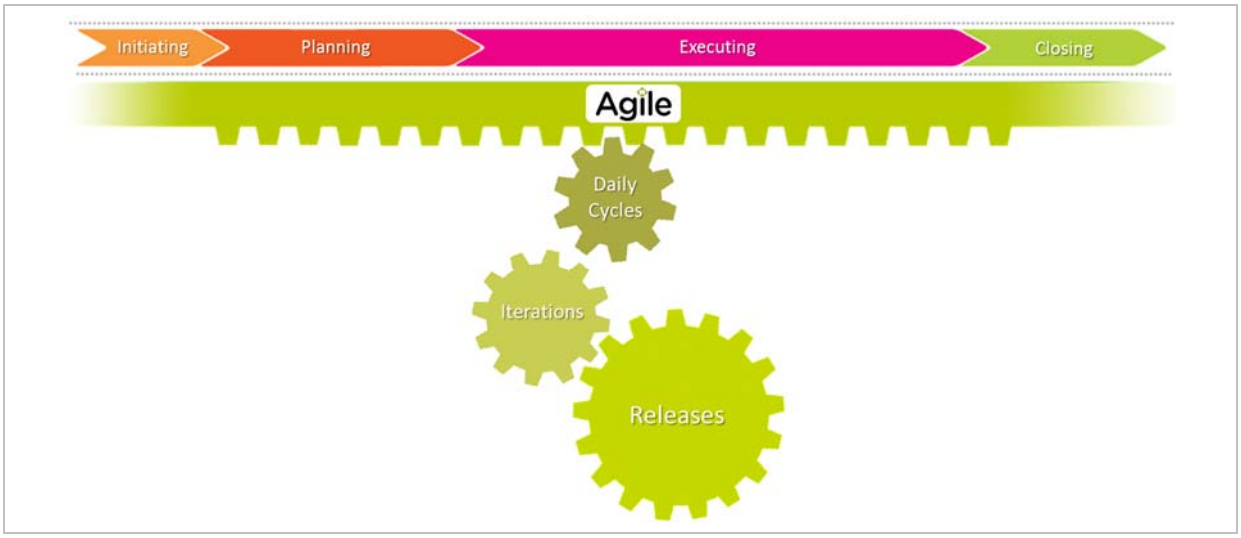


Fig. A.1 From project phases to daily cycles

The Agile extension to PM² incorporates Agile into the overall PM² framework and creates the foundations for moving towards increased project management and organisational agility. It helps project teams achieve the desired level of agility while accommodating tight procurement and audit requirements, coordination with the programme and portfolio levels, and collaboration with other projects, contractors, other organisational units and even external organisations.

The Agile extension to PM² provides (for IT projects):

- Agile roles & responsibilities (as an extension to the PM² governance).
- integration with the overall PM² project lifecycle.
- a set of suggested Agile PM² Artefacts (as an extension to the PM² Artefacts).

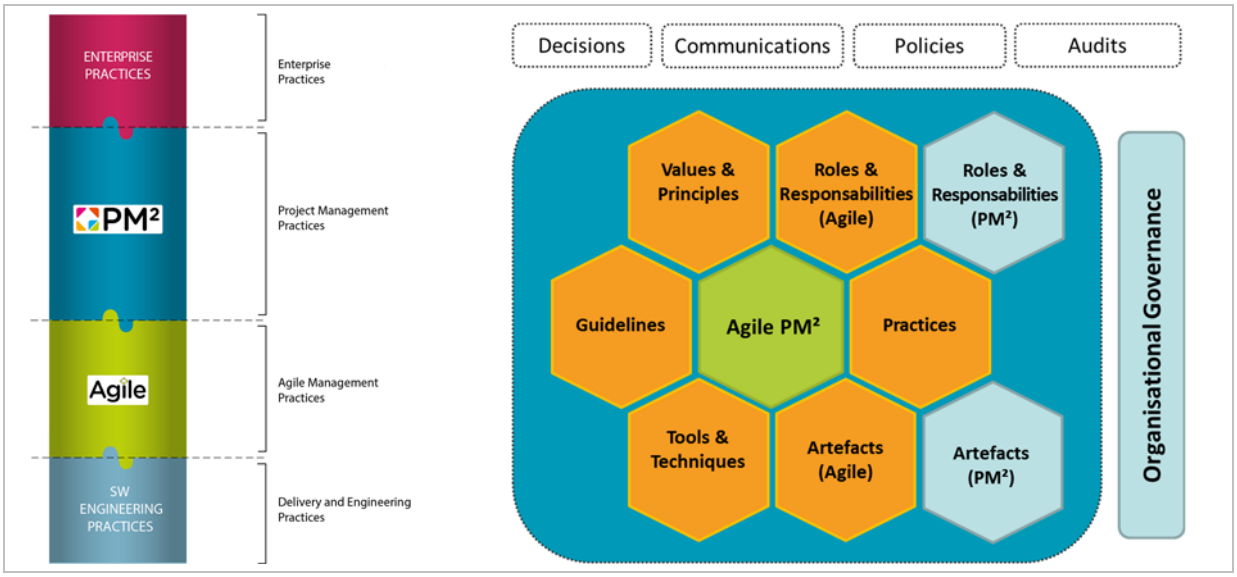


Fig. A.2 The positioning of Agile PM² within an organisation

Documenting the work planned and performed by the Agile teams is critical to increasing transparency and coordination between the different layers of the PM² project organisation (i.e. between the Directing, Managing and Performing layers).

A set of artefacts supports the use of Agile PM². These artefacts capture and document information related to the management approach, to specific (implementation) activities, milestones, issues and progress reporting. These artefacts are grouped in three categories: Agile-Specific Artefacts, Coordination & Reporting Artefacts, and Project Governance Artefacts.

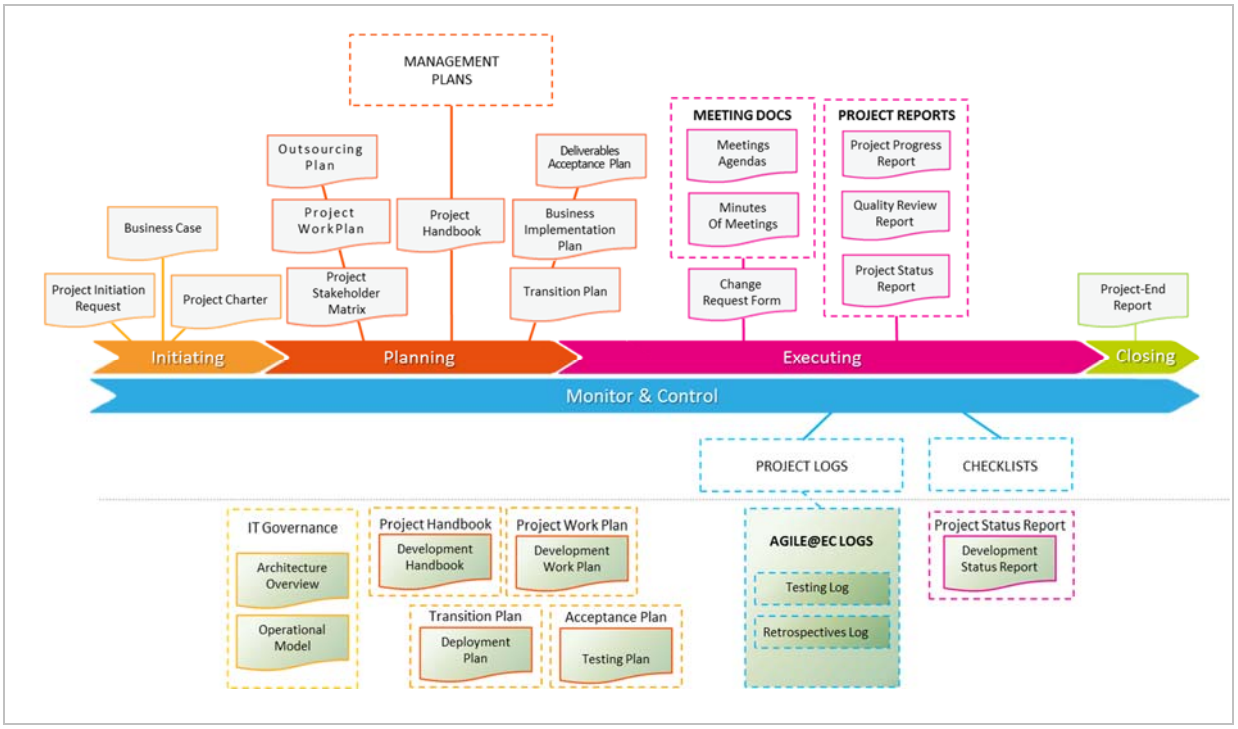


Fig A.3 Agile PM² Artefacts Landscape

PM² Programme Management (PM²-PGM)

A programme is a collection of projects aimed towards a common goal which are managed in a coordinated way to obtain benefits and control that could not be obtained from managing them individually.

Programmes may also include work outside the scope of the discrete projects in the programme. Programme management is the process of managing these interrelated projects to better achieve the programme's objectives and benefits.

The programme management layer interacts with the project management layer in that it initiates and coordinates the projects within the programme. The programme itself is initiated from the portfolio management layer within the organisation.

Fig A.4 Relationships between strategy, project, programme, portfolio and operations

Programme Lifecycle

A programme has a defined start and end during which all programme activities are performed and the projects are delivered. The PM² programme lifecycle has four phases, which are similar but distinct to the PM² project lifecycle: the Initiating Phase, the Planning Phase, the Executing Phase and the Closing Phase. Throughout the whole life of the programme Monitor & Control activities are performed.

The Executing Phase can also contain several Stages, each one being linked to a major achievement in terms of programme outcome, which enables the realisation of the benefits.

The typical programme management activities performed during each phase go hand-in-hand with a number of programme artefacts.

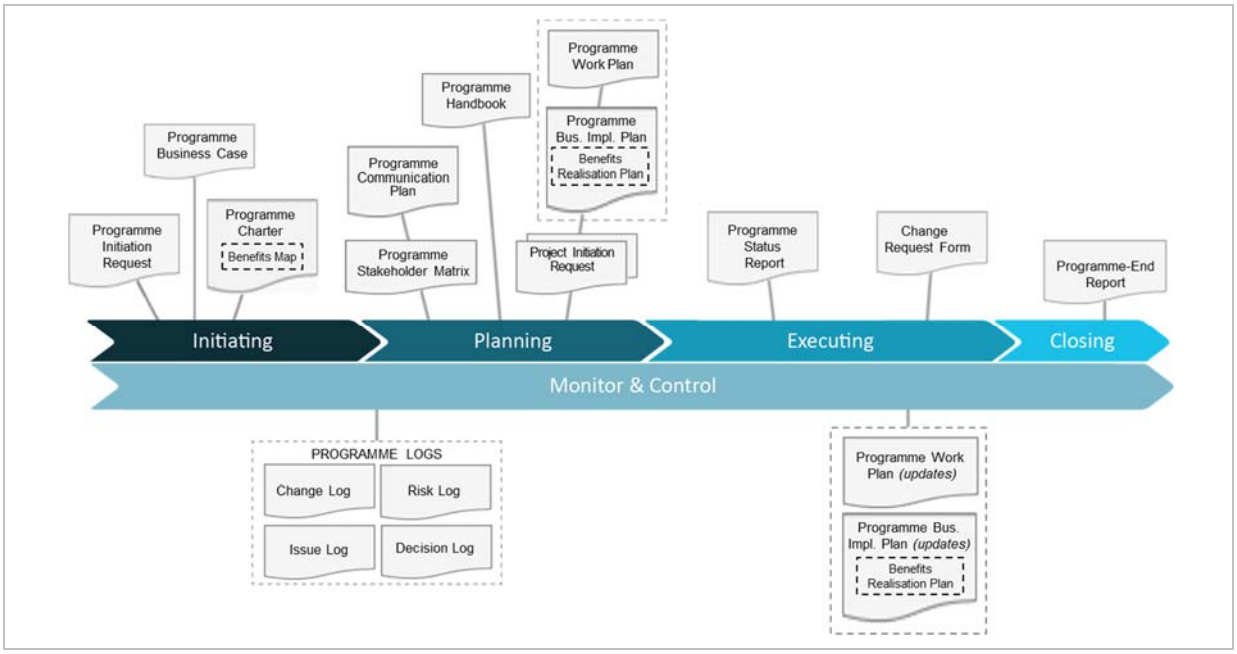


Fig A.5 The PM² Programme Lifecycle and Artefacts Landscape

Initiating Phase

The need for a programme and the key stakeholders are identified in the Programme Initiation Request. Based on the desired benefits and the estimated costs presented in the Programme Business Case, the programme viability is assessed and a decision is taken on whether to authorise this programme. If the Programme Business Case is accepted, a Programme Charter is created defining the programme objectives, a high-level roadmap and budget, along with the programme organisation. During this phase the Programme Logs are also created.

Planning Phase

The stakeholders are further analysed in the Programme Stakeholder Matrix, which leads to an adapted way of distributing information defined in the Programme Communication Plan. The way of working in the programme is documented in the Programme Handbook. The programme scope and work is broken down in smaller and more manageable chunks, and grouped in several interrelated projects and programme-level activities. This work is scheduled in the Programme Work Plan, which is closely linked to the various Project Initiation Requests framing the projects within the programme. During this phase the programme business implementation activities are also planned and documented in the Programme Business Implementation Plan, with a focus on planning necessary organisational changes and on benefits realisation.

Executing Phase

The planned projects are initiated and coordinated during this phase, producing their output. The programme status is regularly reported to management using the Programme Status Report. Possible programme (and significant project-scope changes) are documented in the Programme Change Log. As the project outputs are delivered, the programme activities related to organisational change are also implemented, facilitating the realisation of programme benefits. Finally, when all the projects are completed and the programme objectives are achieved, the programme can move to the Closing Phase.

Closing Phase

The Lessons Learned and Post-Programme Recommendations are formulated in the Programme-End Report, facilitating the sustainability of the realised benefits after the programme has ended. The programme organisation is disbanded, all resources released and the programme is closed administratively.

Monitor & Control:

Throughout the programme duration Monitor & Control activities are performed. The overall programme performance is monitored, programme-level changes, risks and issues are managed, and any required corrective measures are taken. In addition, the programme-level business implementation and benefits realisation activities are also managed. As a result of the Monitor & Control activities, the baselined Programme Work Plan and the Programme Business Implementation Plan may be updated as necessary.

Programme Organisation

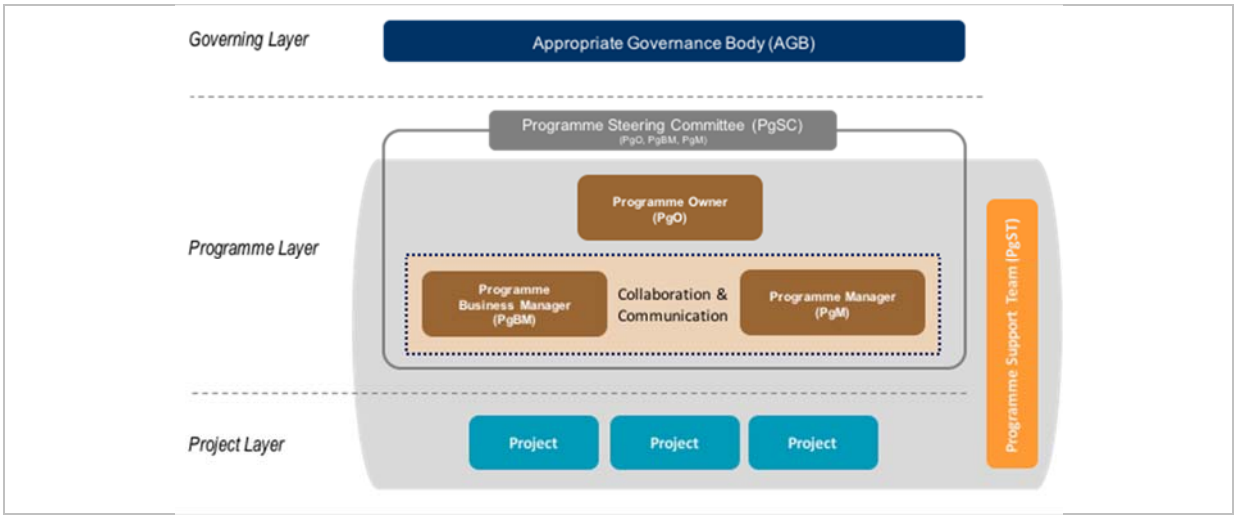


Fig A.6 The PM²-Programme organisation

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), whose focus is to achieve the programme outcomes.

The **Programme Business Manager (PgBM)** represents the Programme Owner (PgO) on a daily basis within the programme and collaborates closely with the Programme Manager (PgM). The focus of this role is to realise the programme benefits, enabled by the programme outcomes.

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.

A programme can also have a temporary **Programme Support Team (PgST)** to provide administrative assistance to the programme and its component projects.

PM² and Portfolio Management

A Project Portfolio is a collection of projects, programmes and other activities which are grouped together to facilitate better control over their financial resources and to support their effective management in terms of meeting strategic objectives. The projects or programmes in the portfolio are not necessarily related or inter-dependent. From a strategic point of view, portfolios are higher-level structures than programmes and projects. It is at the portfolio level that investment decisions are made, priorities identified and resources allocated.

It is very important for people involved in project definition and management to understand the differences between, and specific management requirements of, projects, programmes and portfolios.

They should also be able to define or position their work at the right level (i.e. know if their work would be better managed as a programme or a network of projects), while always being aware of the management and organisational context of their work.

The PM² Portfolio management process encompasses a range of activities, which are organised in four groups.

1. **Portfolio Framework Definition**
   Defines the way the organisation will address portfolio management by delineating the portfolio structure, the governance bodies and their responsibilities, together with the necessary processes.
2. **Portfolio Composition**
   Is the process containing the activities to evaluate portfolio candidates, make investment decisions and allocate resources. These are activities that are regularly performed depending on the needs of the organisation.
3. **Portfolio Realisation**
   Is the continuous process in which the authorised programmes and projects are managed towards realising their objectives. Although programmes and projects are temporary endeavours, the portfolio activities are performed continuously until the portfolio is closed.
4. **Stakeholder Management & Communication**
   Is the continuous process of analysing and interacting with the different stakeholders to ensure their effective involvement in the composition and realisation of the portfolio's objectives.

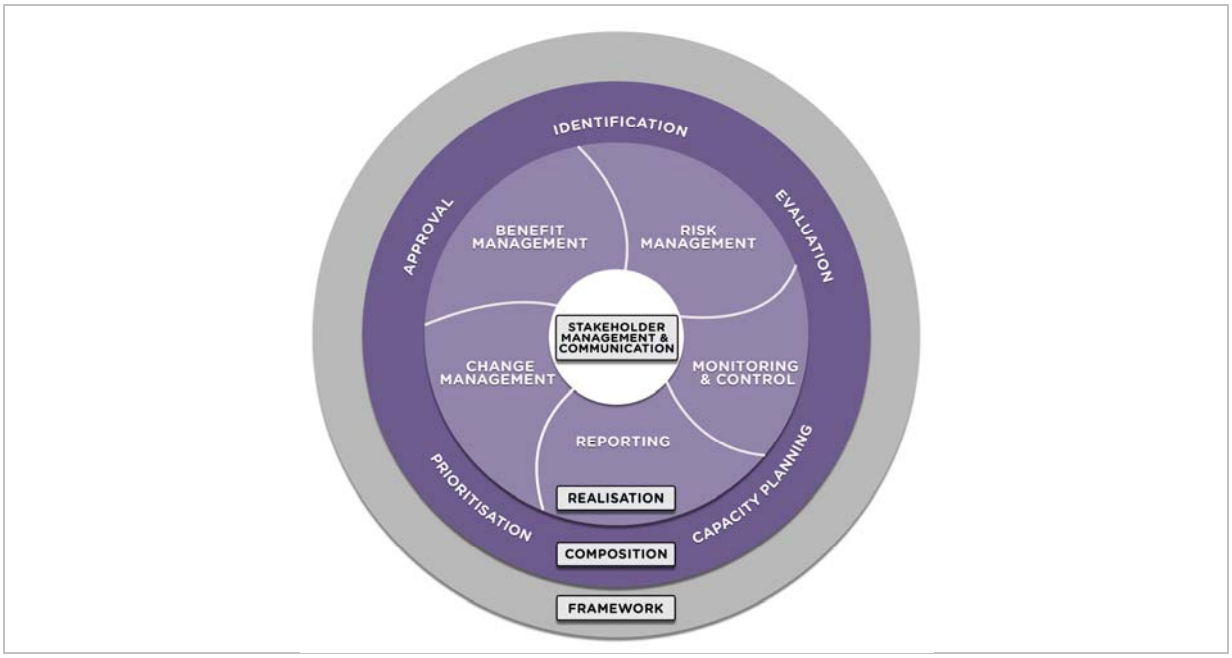


Fig A.7 PM² Portfolio Management Process Model

The Portfolio Composition process feeds the continuous processes of Portfolio Realisation with new portfolio components (i.e. programmes or projects), the progress and results of which are communicated by executing the Portfolio Communication & Stakeholder Management process. The characteristics and governance of the portfolio, as well as the activities of the portfolio management processes and the artefacts produced are defined by the Portfolio Framework.

An overarching view of the organisational management of portfolios, programmes and projects is illustrated in the following diagram.

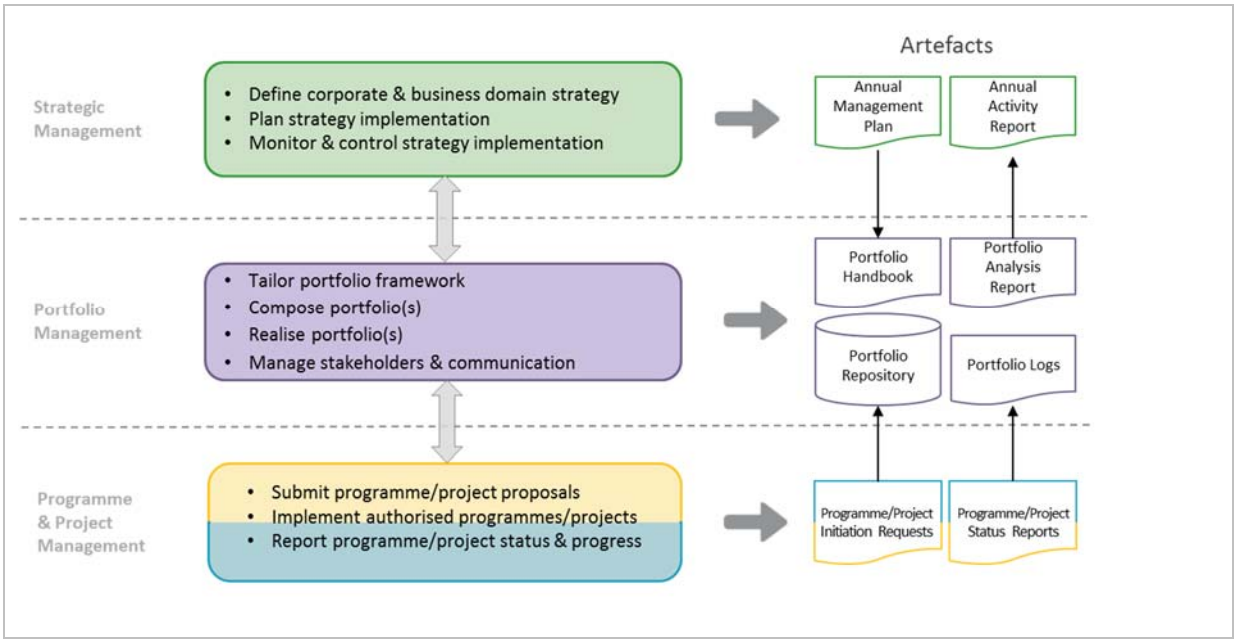


Fig A.8 High-level representation of the Management Layers, Activities and Artefacts

The Governance Structure of the PM² Portfolio Management is shown below:

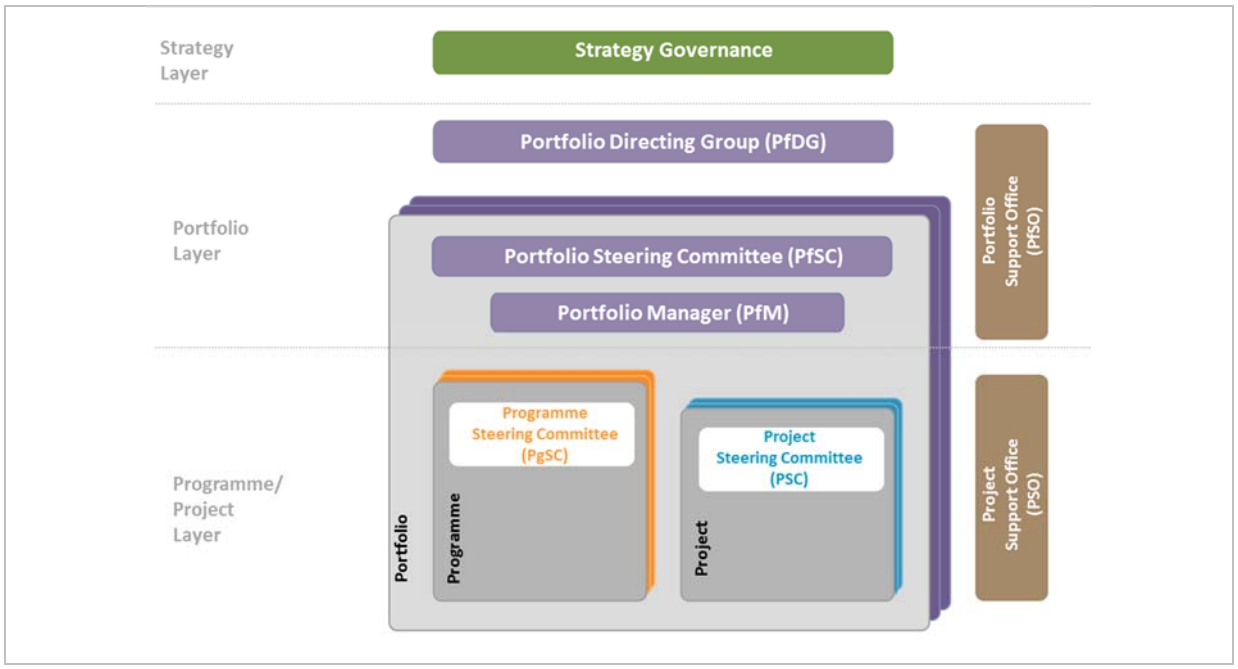


Fig A.9 PM² Project Portfolio Governance

Appendix C: Additional Resources

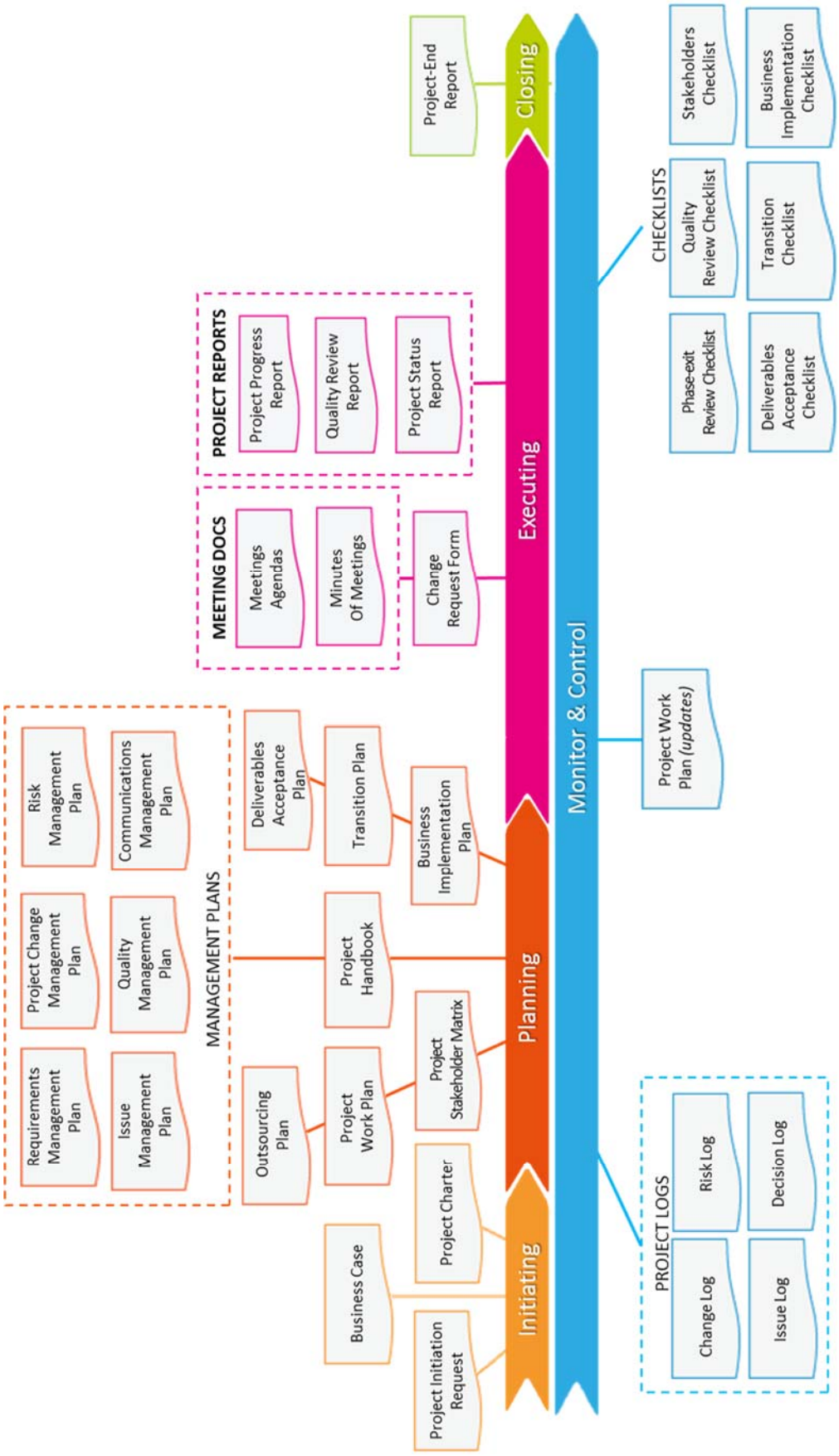
PM² Responsibility Assignment Matrix (RASCI)

Initiating	AGB	PSC	PO	BM	BIP	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	C	A	S	C	S	R	C
Planning	**AGB**	**PSC**	**PO**	**BM**	**UR**	**SP**	**PM**	**PCT**
Planning Kick-off Meeting	I	A	C	S	C	C	R	C
Project Handbook	I	I	A	S	C	I	R	C
Project Stakeholder Matrix	I	I	A	S	C	I	R	C
Project Work Plan	I	A	C	S/C	C	C	R	S/C
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

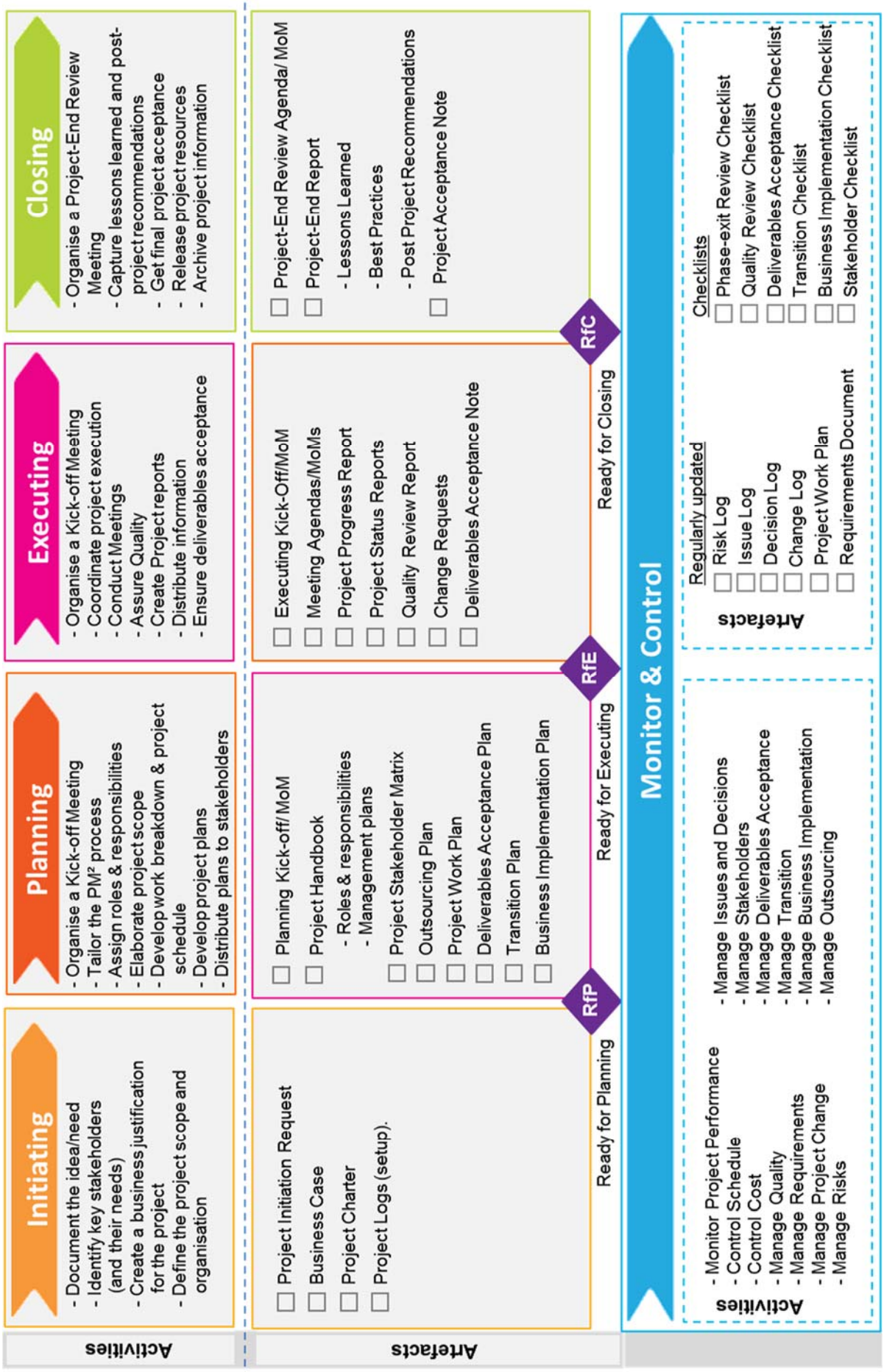
RASCI – Responsible, **A**ccountable, **S**upports, **C**onsulted, **I**nformed

AGB (Appropriate Governance Body)
BIG (User Representatives)
PSC (Project Steering Committee)
SP (Solution Provider)
PO (Project Owner)
PM (Project Manager)
BM (Business Manager)
PCT (Project Core team)

The PM² Artefacts Landscape



Overview of PM² Activities & Artefacts



Available PM² Templates

	Template	RASCI:R
Initiating		
Project Initiation Request	☑	BM
Business Case	☑	BM
Project Charter	☑	PM
Planning		
Project Handbook	☑	PM
Project Stakeholder Matrix	☑	PM
Project Work Plan	☑	PM
Outsourcing Plan	☑	PM
Deliverables Acceptance Plan	☑	PM
Transition Plan	☑	PM
Business Implementation Plan	☑	BM
Management Plans		
Requirements Management Plan	☑	PM
Project Change Management Plan	☑	PM
Risk Management Plan	☑	PM
Issue Management Plan	☑	PM
Quality Management Plan	☑	PM
Communications Management Plan	☑	PM
Executing		
Kick-Off Meeting Agenda	☑	PM
Minutes of Meeting (MoM)	☑	PM
Contractor Status Report	-	CPM
Custom or Ad How Reports	-	*TBD*
Deliverables Acceptance Note	-	PM
Monitor & Control		
Project Status Report	☑	PM
Project Progress Report	☑	PM
Signed contract(s)	-	SP
Signed purchase order(s)	-	SP
Signed timesheet(s)	-	PM
Requirements Document	-	PM
Change Request Form	☑	PM
Change Log	☑	PM
Risk Log	☑	PM
Issue Log	☑	PM
Decision Log	☑	PM
Audit Reports	-	TBD
Quality Review Report	-	TBD
Quality Review Checklist	☑	PM
Phase-exit Review Checklist	☑	PM
Deliverables Acceptance Checklist	☑	PM
Business Implementation Checklist	☑	BM
Transition Checklist	☑	PM
Closing		
Project-End Review Meeting	☑	PM
Project-End Report	☑	PM

Getting Started with PM²: Quick Start Tips

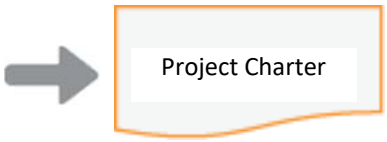
The purpose of this quick start guide is to help you get started with applying PM². Naturally, you will want to start by learning more about the PM² Methodology and review the available PM² material. Keep in mind, however, that you don't have to become an expert before you can start applying the basics of PM² in your projects. All you need is a brief introduction to the PM² Methodology and then you can continue by following the six Quick Start steps:

1. Define the Project Governance and Create a Business Case

- Define the Project Steering Committee (PSC).
- Provide the justification for the project, capture the business requirements and establish its budgetary constraints.

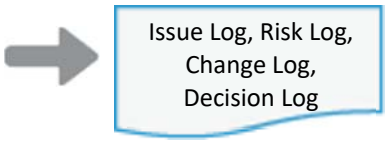
2. Identify stakeholders and create the Project Charter

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



3. Set up the Project Logs

- Set up the Risk Log, Issue Log, Decision Log and Change Log. These will be used to document the management of risks, issues, decisions and project changes.



4. Start the Project Planning with a Meeting

- Invite all necessary participants to the planning meeting.
- Go over the Project Charter and ensure a common understanding.
- Communicate the next steps for the planning phase.

5. Tailor the Project Management approach

- Decide which planning documents to use and how they should be tailored.
- Define rules, assign team responsibilities and establish a conflict-resolution process.

6. Create the Project Work Plan

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

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Appendix D: Ethics and Conduct

PM² Code of Professional Conduct

Many organisations provide a code of ethics and conduct that members are required to respect. The purpose is to help people navigate through the complexities of professional reality, and remind them which attitudes and behaviours are aligned with a commonly accepted set of professional values.

Conduct means personal behaviour based on moral principles. Professionalism is the skill, good judgment, and polite behaviour that is expected from a person who is trained to do a job well. This section provides a useful reminder of the key principles that PM² practitioners (and project team members) should be aware of and respect.

- **INDEPENDENCE:** staff conduct and decision-making should be determined by the need to serve the common good and public interest, and never by any other interests whether private or as a result of, for example, political pressure.
- **IMPARTIALITY:** staff members should be unbiased in any decisions they are called upon to make.
- **OBJECTIVITY:** any conclusions drawn by staff as part of the project work should be balanced and based on a thorough analysis of the facts and legal background.
- **LOYALTY**: loyalty towards the organisation is essential for maintaining its independence and achieving its objectives. It is also necessary for the functioning of each service.

Putting these principles into practice requires:

- **CIRCUMSPECTION**: which is about stopping and reflecting on the possible consequences and implications of potential actions, showing a degree of moderation and a sense of proportion and propriety.
- **RESPONSIBILITY**: which is about carrying out those tasks entrusted to you as dutifully as possible and looking for solutions when difficulties are encountered. It is also important to know and respect the legal obligations and administrative rules and procedures in force.

The key principles can be summarised as **INTEGRITY**, which means consistently adhering to ethical principles and making sound decisions based on them.

In addition to the aforementioned code of ethics, every practitioner of the PM² Project Management Methodology should act based on the following values:

- **LAWFULNESS** and **ACCOUNTABILITY**: act in accordance with the law and hold yourself accountable for decisions and acts.
- **FAIRNESS**: fairness is our duty to make decisions impartially and objectively, and free from self-interest, prejudice and favouritism.
- **NON-DISCRIMINATION** and **EQUAL TREATMENT**: respect the principle of non-discrimination and, in particular, guarantee equal treatment for members of the public irrespective of nationality, gender, racial or ethnic origin, religion or beliefs, disability, age or sexual orientation.
- **PROPORTIONALITY** and **CONSISTENCY**: ensure that the measures taken are proportional to the aim pursued and be consistent in your behaviour.
- **RESPECT** and **LEADERSHIP**: exercise the power of your position with responsibility and promote ethical principles and professional conduct by leadership and example.
- **HONESTY** and **OPENESS**: declare any private interests and openly provide reasons for any decision.
- **TEAMWORK** and **CONFLICT RESOLUTON**: work together to achieve common goals by finding solutions through better mutual understanding.
- **POLITENESS** and **CLEAR COMMUNICATION**: engage colleagues by showing respect and encouraging efficiency through clarity of instructions.

Personal and Professional Virtues

A virtue is a strength (or excellence) of the person who possesses it, and is expressed as the healthy mean between the extremes of excess and deficiency. The mean is not universal, but subjective, and as such will vary between individuals and their respective circumstances and should be determined by good judgment. The application of moral virtues is the proper control of one's disposition and actions, for the purpose of helping us discover the right principles of conduct, to know what we ought to do in a given situation, as a means toward the achievement of a higher and more inclusive goal.

The virtue of **prudence (practical wisdom)** refers to our ability to carefully consider how we can achieve our goal. Prudence is characterised as an executive disposition because its outcome is something to be executed. It can be examined on two levels: the level of purpose (our ability to set worthy goals) and the level of deliberation (our ability to carefully consider the course and the means of our actions so as to achieve the desired goals).

Judgment refers to our ability to evaluate what is true and what is not. Judgment forms our perception about things around us. Therefore, it strongly affects our prudence, which in turn determines our actions. When there is a deficiency in our judgment (e.g. due to emotional factors or past experiences), we may consider as true something that is not and vice-versa (e.g. consider an act as fair when it is unfair).

It is through intuitive insight that the mind grasps the principles of conduct that may point the way toward success and happiness. The virtue of **insightfulness** refers to our ability to perceive things correctly, to examine circumstances accurately, to understand the relationships between things, to analyse and synthesise. It determines our capacity to learn what is the right thing to do and what is not, and to transfer this knowledge to various contexts in order to contribute to our wellbeing.

The virtue of **courage** refers to the management of risk taking, and is described as the productive mean between cowardice (a deficiency) and audacity or fearlessness (an excess). A courageous person pursues (not necessarily without fear) the right goals, for the right reasons, in the right way, at the right time and for the right amount of time. Therefore, a person who is courageous acts and endures whatever is logically required for the attainment of a worthy goal. Courage (which always involves a risk) is a necessary means for the further development of one's capacities.

The virtue of **honour** refers to our disposition to seek honours and recognition from others. This virtue is defined as the mean between lack of ambition (seeking less honours and recognition than are deserved or having no desire for honours) and over-ambitiousness (an excessive desire for honours or seeking more honours and recognition than are deserved).

Honesty refers to our ability to tell the truth about ourselves and demonstrate to others who we really are, without denying or exaggerating our qualities. This virtue is the mean between self-deprecation (deficiency) and boastfulness (excess).

The virtue of **fairness** refers to our disposition to act in such a way that allows benefit and damage to be fairly distributed to those who deserve them, either between ourselves and others or amongst others. Fairness is the mother of all virtues, and for one to be truly fair all virtues must be fully developed *("Fairness is superior to all virtues and excellent" – Aristotle).*

The virtue of **generosity** refers to the management of things that have value (e.g. time, money, knowledge, information and other assets). It is defined as the productive mean between stinginess (deficiency) and wastefulness (excess). For example, knowledge needs to be shared with the right person, at the right time, in the right quantity and in the right way, in order for it to be used productively. Therefore, in meeting the needs of others, the level of one's generosity should be governed not only by their ability to give but also by whether this amount of giving will be in harmony with the long-term interests of those being served. One should follow the guidance of reason, as generosity is something that needs to be exercised with wisdom if it is to promote one's own good and that of others.

The virtue of **friendliness** refers to the management of our amicability in our interactions with others. It is defined as the mean between rudeness (deficiency) and obsequiousness (excess). A rude person enjoys conflict, without taking into consideration whether it displeases or embarrasses others, whereas an obsequious person demonstrates servitude and is mostly interested in being likeable to others, avoiding conflict even at great personal cost.

The virtue of **humour** is described as the mean between boorishness and buffoonery. The boorish person does not enjoy humour, might even be unduly upset or annoyed by it. On the other hand, the buffoon is someone who enjoys humour in excess, expresses it in an unproductive way, with inappropriate timing or frequency, possibly causing annoyance to others.

The virtue of **calmness** refers to the management of anger. It is the mean between spiritlessness and irritability. Spiritlessness refers to the lack of anger (deficiency), while irritability refers to the excess of anger, in its duration, intensity and frequency. The calm person desires to remain calm and not get carried away by passion or rage, but to always act within reasonable limits.

The virtue of **temperance** refers to the management of our desires and is the mean between insensibility and intemperance. A temperate person is one who desires moderately and reasonably all those pleasures that promote health and wellness.

The virtue of **magnificence** is defined as the mean between paltriness and vulgarity. Paltriness prevails when someone contributes to a cause with a miserly disposition. On the contrary, vulgarity is displayed when someone contributes excessively, much more than is required or expected.

The virtue of **magnanimity** is defined as the mean between meekness and vanity. A meek person believes that they do not deserve great honours when they actually do deserve them, whereas a vain person believes that they deserve great honours when they actually do not deserve them. The magnanimous (magnum=great) consider they deserve the greatest goods (wealth, influence, prestige, distinctions, etc.) when they do indeed deserve them.

The following table shows the relation of the aforementioned virtues to the various behavioural competencies.

Competency	Key Virtues
Leadership	All
Relationships and engagement	Judgment, Friendliness, Generosity, Honesty, Honour, Fairness
Self-reflection and-self management	Courage, Judgment, Prudence, Temperance, Calmness
Change and transformation	Judgment, Prudence, Courage
Personal communication	Fairness, Friendliness, Generosity, Honesty, Humour
Resourcefulness	Courage, Prudence, Generosity, Insightfulness
Results orientation	Prudence, Judgment, Temperance, Honour
Teamwork	Generosity, Humour, Fairness, Friendliness
Negotiation	Prudence, Judgement, Courage, Fairness, Magnificence
Conflict and crisis management	All
Personal integrity and reliability	Prudence, Courage, Honour, Fairness, Honesty
Culture and values management	Fairness, Judgment, Prudence, Courage

Although all virtues affect all competencies, the virtues of judgment, prudence and insightfulness are considered as comparatively more important for perspective competencies, while the ethical virtues are considered as comparatively more important for people competencies.

The PM² Mindsets Poster

Appendix E: Glossary

Appropriate Governance Body (AGB)	The Appropriate Governance Body (AGB) is the entity responsible for the strategic planning and portfolio management at the institution level. It can be set for a specific domain and appear in different stages of the governance process.
Artefacts	Artefacts are tangible outputs of the project management activities such as Project Management Plans, Project Work Plan, Meeting Minutes, Logs, Checklists, Reports, Business Case and Project Charter.
Business Case	A Business Case is a document that provides contextual information to the decision-makers on the project's costs and benefits, strategic alignment and/or business problems the project intends to solve. It captures the reasoning for the project, presents several alternative solutions, provides the justification for the investment in time and effort, and establishes the budgetary needs.
Business Implementation Group (BIG)	The Business Implementation Group consists of representatives from the business (customer) and user groups. It is responsible for representing the receiving organisation during various phases of the project, specifically during business implementation of the solution and user acceptance activities.
Business Manager (BM)	The Business Manager (BM) is a delegate of the Project Owner (PO) and acts on his/her behalf on a daily basis. The Business Manager (BM) also assists the Project Owner (PO) on the specification of the project and the main business objectives and works very closely with the Project Manager (PM).
Closing Phase	The Closing Phase is the final phase of the project. During this phase, project activities are completed, Lessons Learned are discussed and documented, the finished deliverables are transferred to the care, custody and control of the Project Owner and the project is administratively closed.
Configuration Management	A discipline that provides control of the assets used by the project (e.g. artefacts, deliverables, hardware, etc.).
Domain-Specific Artefacts	The domain-specific artefacts are specific to the domain of the project and are very often an integral part of the project's planning and of the overall project documentation. No templates are provided by PM², however, these artefacts should also be identified and listed in the Project Handbook as they are part of the project's planning (phase) outputs. Examples of such artefacts are System Designs (IT projects), Architectural Layouts (renovation/moving projects), Laws/Policies (policy projects), etc.
Executing Phase	The Executing Phase is the third phase in a PM² project, after Initiating and Planning. It is where the project activities are carried out as defined in the project plans and the project deliverables are produced.
Initiating Phase	The Initiating Phase is the first phase in a PM² project. Its purpose is (1) to define what the project will do (formulate the objective of the project), (2) perform some initial planning to get the project off to a good start and (3) to provide and present the necessary information to get approval for the project.
Monitor & Control	Monitor & Control is a group of continuous activities that spans the life of a project. These activities are focused on measuring the correct execution of the project against the agreed baselines using key metrics like costs, time and quality indicators, and taking corrective actions if the execution goes too far off plan.
Phase-Exit Review Checklists	Phase-Exit Review Checklists are spreadsheet-based checklists that are used by the Project Manager (PM) to ensure that all the necessary items are in place before the project proceeds to the next phase or the project is closed. These checklists are concerned with checking key information in each phase and gathering Lessons Learned.
Phase Gates	Phase Gates are approval gates during the project lifecycle (Ready for Planning, Ready for Executing, Ready for Closing). They ensure good governance, making sure that project teams seek approval before moving on to the next phase.

PM² Mindsets	The PM² Mindsets present attitudes and behaviours which help project teams focus on what is really important in achieving project goals.
Project Charter	The Project Charter is a document that captures the essence of the envisaged solution in the form of high-level needs and features that gives the reader an overview of the final project deliverable(s). It includes information regarding the project scope, cost, time and risks, as well as information such as milestones, deliverables, and project organisation and approach. It is a document initiated by the business sponsor that formally authorises the existence of the project and the project team, and provides the Project Manager (PM) with the authority to use organisational resources to staff project activities. The final responsibility for the quality of the Project Charter lies with the Project Manager (PM).
Project Core Team (PCT)	The Project Core Team (PCT) is a group on the provider side of the project that performs the day-to-day project activities under the coordination of the Project Manager (PM). It plays a key role in the successful completion of the project.
Project Handbook	The Project Handbook establishes the high-level approach for implementing the project objectives. It is one of the first artefacts created in the Planning Phase and it identifies the project standards, roles & responsibilities, approach and the artefacts to be used.
Project Initiation Request	The Project Initiation Request is the starting point for documenting a project proposal. It gives a high-level overview of the current situation (needs, problems and opportunities), desired outcomes and the estimated effort, impact, risks, constraints and assumptions associated with the implementation of a solution.
Project Lifecycle	The Project Lifecycle is the time between the start and the close of the project and includes the Initiating, Planning, Executing and Closing phases. The project lifecycle starts with the Project Initiation Request and ends once the Closing Phase activities are completed and the Project Owner (PO) performs the final acceptance. The formal project closure terminates the project mode and allows the operations mode (if any) to start.
Project Manager (PM)	The Project Manager (PM) is a role in the project that is appointed by the Project Steering Committee (PSC) to manage the daily progress of the project so as to deliver the outputs within the agreed constraints. The Project Manager (PM) also provides day-to-day management of the Project Core Team (PCT).
Project Mode	Project mode refers to the project organisation while the project is running. Once the project is completed (closed), it moves from Project to Operations.
Project Owner (PO)	The Project Owner (PO) is the project sponsor promoting the success of the project. S/he sets the business goals and provides leadership and strategic direction for the project. The Project Owner (PO) ensures that the project meets its goals and approves the project deliverables. The Project Owner (PO) typically holds a management position within the requestor organisation.
Project Phase	PM² has four sequential phases: Initiating, Planning, Executing and Closing. The Monitor & Control activities span all four project phases.
Project Steering Committee (PSC)	The Project Steering Committee (PSC) is responsible for monitoring the correct execution of the project. This group defines the main orientations of the project and coordinates its main tasks. It validates the human and financial resources allocated to the project as well as the main project deliverables. All stakeholders groups should be represented in the Project Steering Committee (PSC).
Project Support Office (PSO)	The Project Support Office (PSO) is an organisational body (or entity) providing project management services that may be linked to a specific project or be provided as a horizontal service by the organisation. The responsibilities of a Project Support Office (PSO) can range from providing simple project management support functions to facilitating the link of projects to strategic goals/corporate benefits by sharing resources, methodologies, tools and techniques. Not every projector organisation has access to such a body.

Project Support Team (PST)	The Project Support Team (PST) is composed of the Project Support Office (PSO), the Project Quality Assurance (PQA) and the Architecture Office (AO). The roles of the Project Support Team (PST) may be specific to a project or be provided as horizontal services by the organisation. This team offers administrative support to the project organisation and defines requirements to projects (e.g. related to reporting, methodology, quality, architecture, etc.).
Project Work Plan	The Project Work Plan identifies and organises the project into activities, tasks and work packages needed to achieve the project objectives. It establishes a base from which to estimate the duration of the project, determine the required resources and schedule the work.
Provider Side	The Provider Side includes the resources of the project that develop and implement the solution, i.e. the Solution Provider (SP), the Project Manager (PM) and the Project Core Team (PCT). In PM² the provider is internal to the organisation and different from any external contractors.
Ready for Closing (RfC)	Ready for Closing (RfC) is the third and final phase/approval gate at the end of the Executing Phase, where the Project Steering Committee (PSC) verifies that all planned activities have been carried out, all requirements have been met, and that the project's output(s) have been fully delivered and accepted by the Business Manager (BM) and the User Representatives (URs).
Ready for Executing (RfE)	Ready for Executing (RfE) is the second phase/approval gate at the end of the Planning Phase, where the Planning Artefacts have to be approved by the Project Owner (PO) and where the decision is taken whether or not the project is ready to move to the Executing Phase.
Ready for Planning (RfP)	Ready for Planning (RfP) is the first phase/approval gate at the end of the Initiating Phase. It includes the approval of the Business Case and the Project Charter by the Project Steering Committee (PSC).
Requestor Side	Also referred to as *Client Side*. The Requestor Side includes the resources belonging to the organisation that requested the project and where the solution will be delivered. These resources include the Project Owner (PO), the Business Manager (BM) and the Business Implementation Group (BIG).
Solution Provider (SP)	The Solution Provider (SP) assumes the overall accountability for the deliverables and services requested by the Project Owner (PO). The Solution Provider (SP) typically holds a management position within the provider organisation. The Project Manager (PM) reports to the Solution Provider (SP).
Stakeholder	A stakeholder is any individual, group or organisation that can affect, be (positively or negatively) affected by, or perceive itself to be affected by the project. A stakeholder can also exert influence over the project and its deliverables.
Tailoring	Tailoring of the PM² Methodology refers to adapting the methodology to the environment and needs of an organisation. It usually involves tailoring one or more of the four pillars of the methodology (e.g. changing the project governance, adding or removing steps in the PM² defined processes, adding or removing sections in the PM² Artefacts, adding stages to a phase, etc.). The results of the tailoring of the methodology should be reflected and documented in the PM² Management Plans and in the Project Handbook. Note that significant deviations from the PM² Methodology should be avoided.
User Representatives (URs)	User Representatives (URs) is a role that represents the interests of the users to the project and ensures that the project specifications and deliverables meet the needs of all users. They can perform user acceptance tests and are considered as an optional member of the Project Steering Committee (PSC).

PM²

Project Management Methodology
Overview

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