



OpenPM² 2018
CONFERENCE

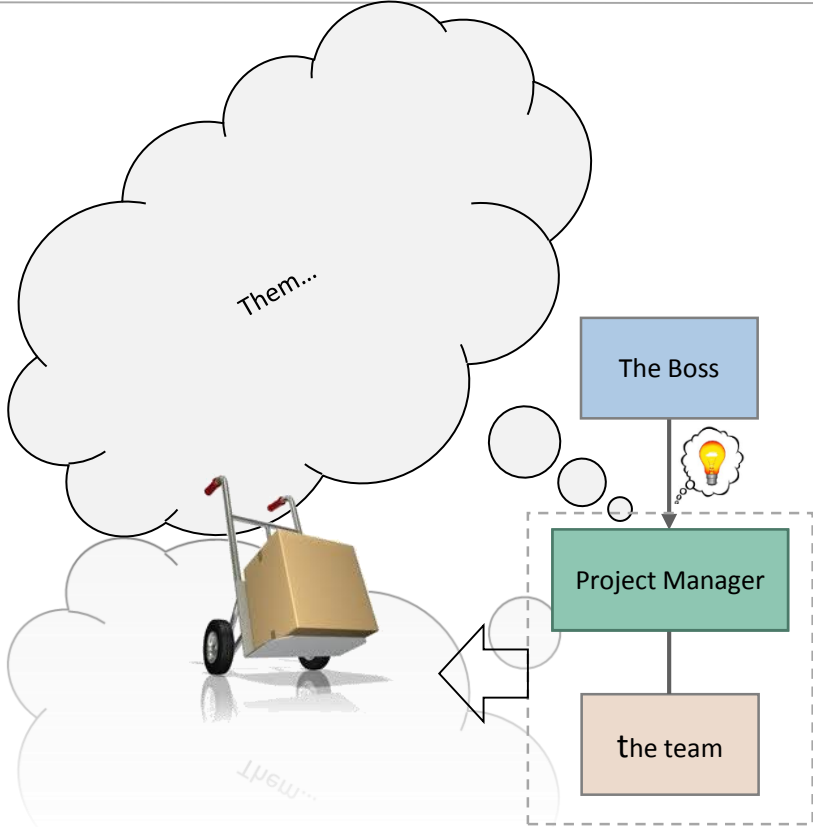
Brussels, Charlemagne | February 1 & 2

The PM² Governance Model

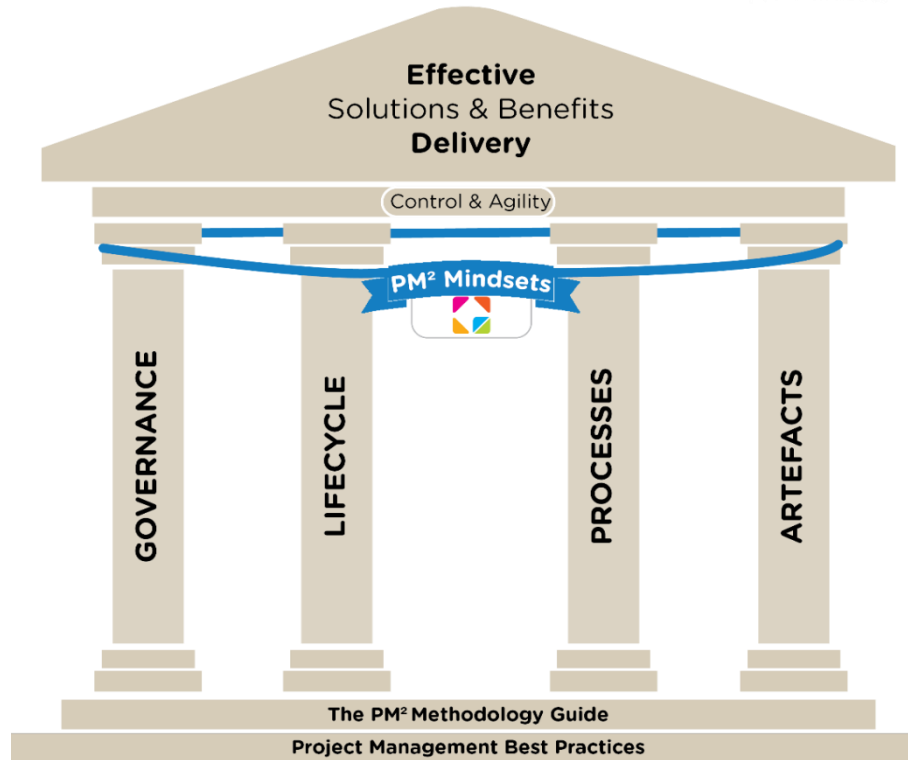


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The Original Scenario...

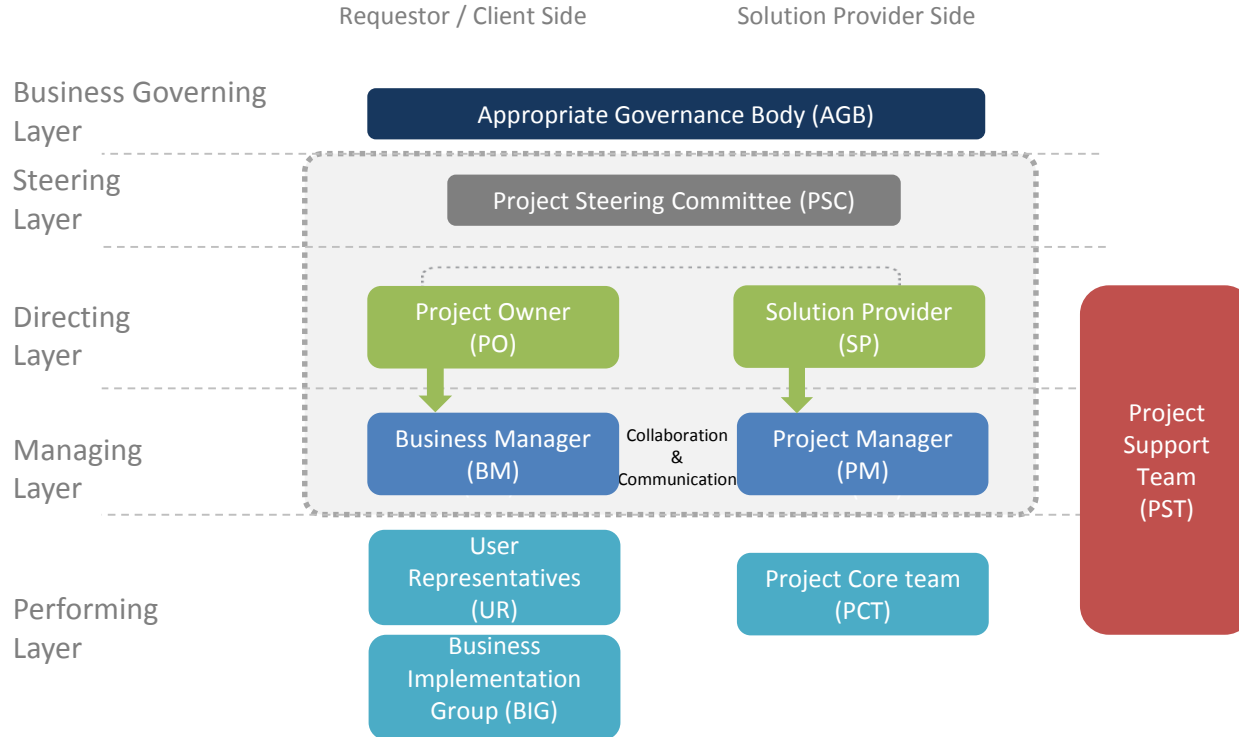


PM² Building Blocks - The House of PM²



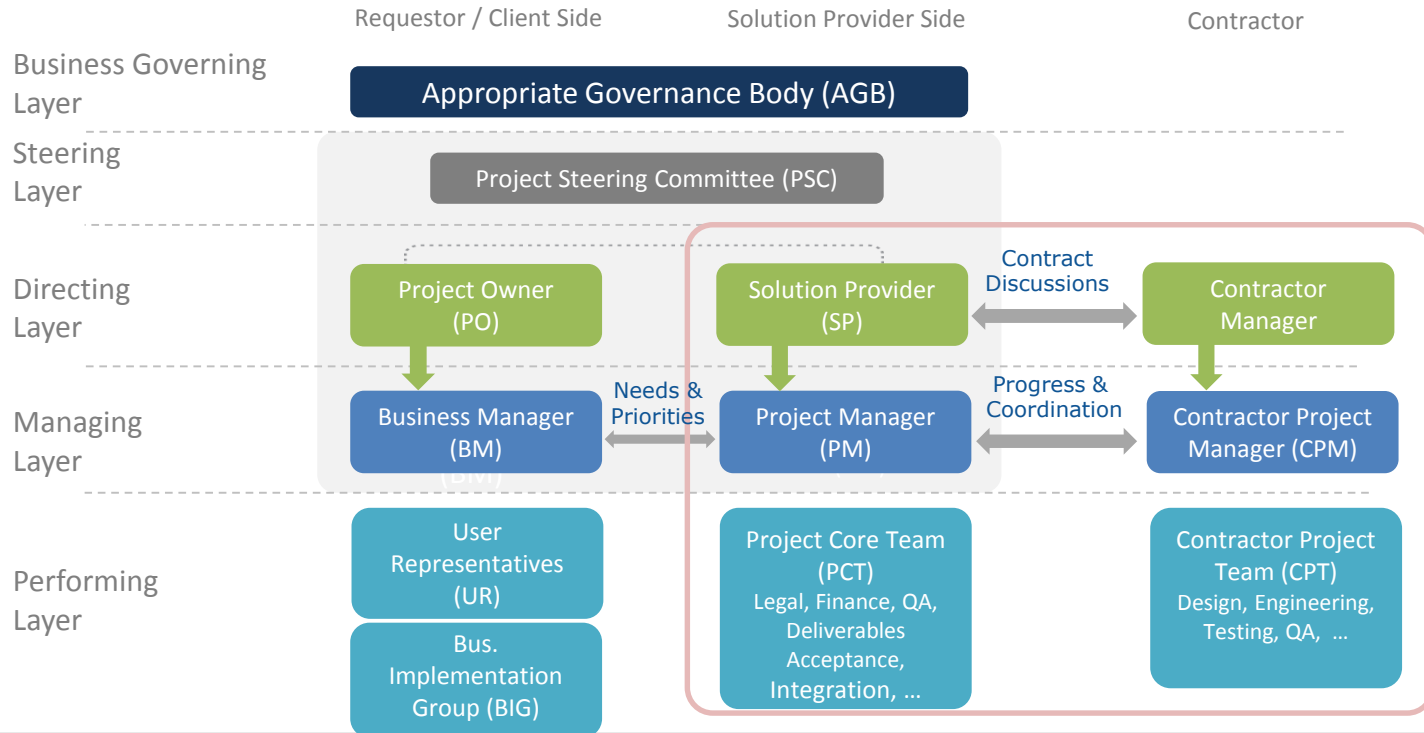
Project Organization

The Project Governance Model



Project Organization – Outsourced Project

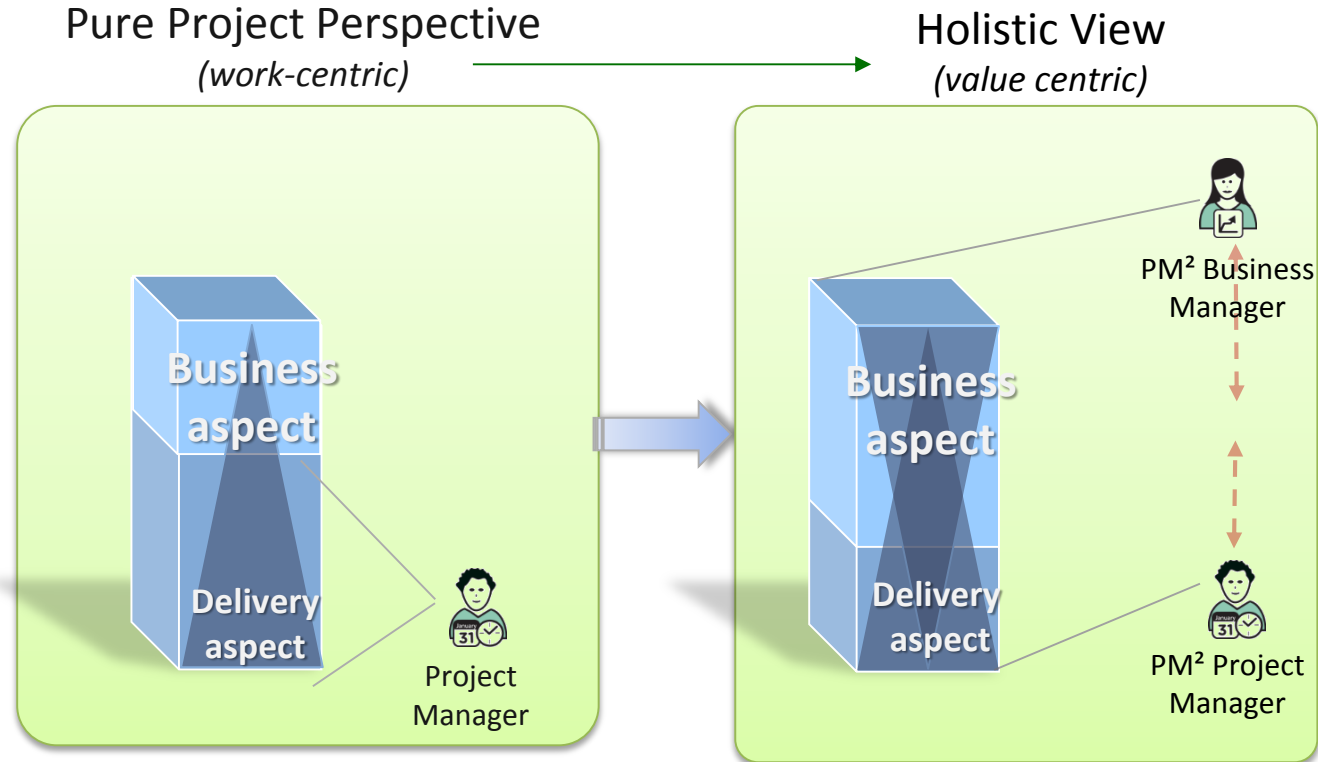
The Project Governance Model



Governance: Description of the Roles

Roles	Abr.	Description
Project Manager	PM	Assumes responsibility for the project deliverables. Acts as the project facilitator.
Business Manager	BM	Reports to Project Owner – Daily business responsible. Has good communication with the Project Manager.
Project Owner	PO	Typically a Head of Unit or Director from the user DG.
Solution Provider	SP	Typically a Head of Unit (e.g. IRM within the IT organisation).
Project Steering Committee	PSC	Made up of PO, SP, BM, PM and other optional roles.
Business Implementation Group	BIG	They plan and implement the business change activities.
User Representatives	URs	They represent the interests of the users to the project.
Project Core Team	PCT	They play a key role in project delivery (development).

A Shift in Perspective



The BM versus the PM



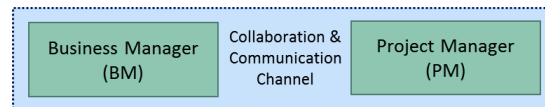
Business Manager

Project Manager

Conflicts of perspective and priorities

1. Client perspective
2. Problem oriented
3. Focusing on Outcomes
4. Focusing on Effectiveness
5. Reports to the PO

1. Provider perspective
2. Solution Oriented
3. Focusing on Outputs
4. Focusing on Efficiency
5. Reports to the SP



- Part of the PSC
- Common Mindset
- RASCI: **R/S/C**
- "One" Team



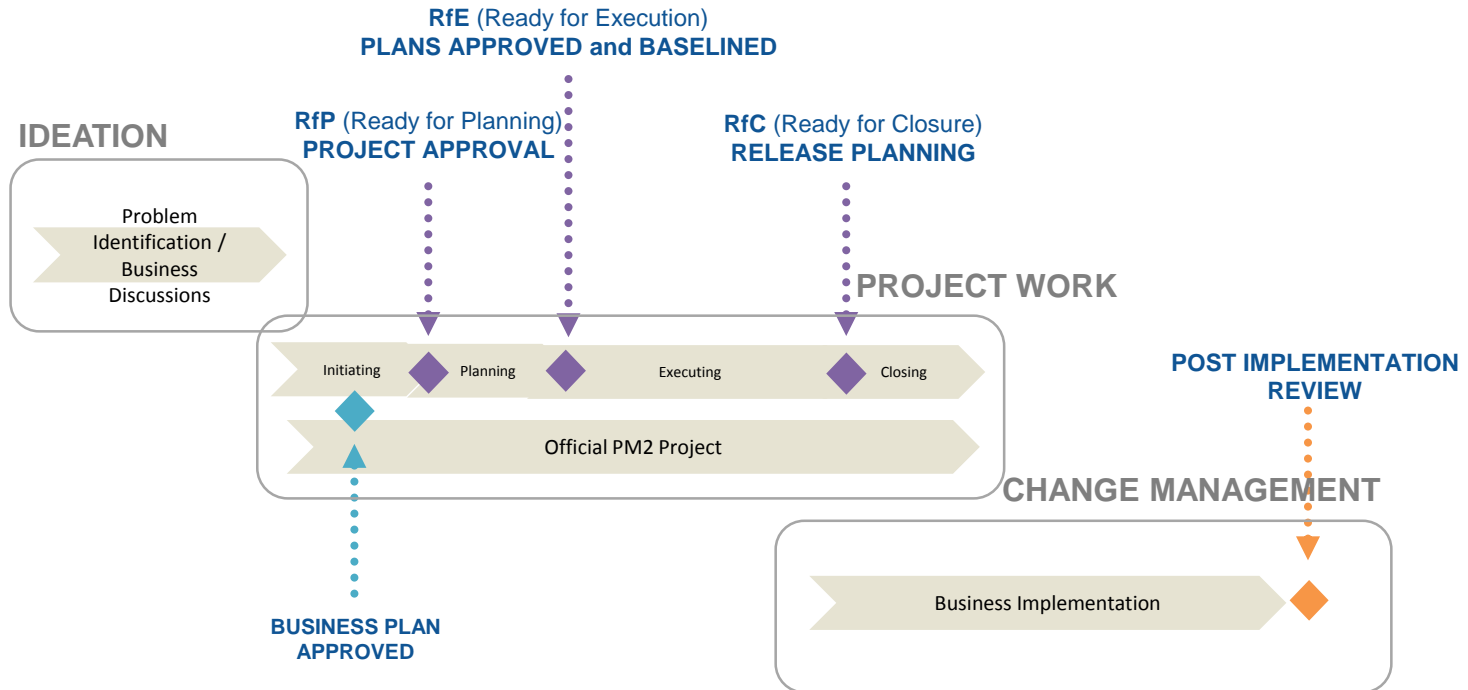
The Business Manager Profile

1. Understand the business – has access to people who understand the business.
2. Is capable of defending/expressing the interests of the organisation.
3. Has contextual awareness.
4. Has access to the Project Owner (PO) and a good line of communication (or has adequate authority delegated to him/her).
5. Has (or is able to develop) a project/process orientation.
6. Can manage (as a project) some business activities (e.g. Business Implementation Activities).
7. Cares about the outcome(s) of the project.
8. Will "feel the pain" of bad project deliverables.



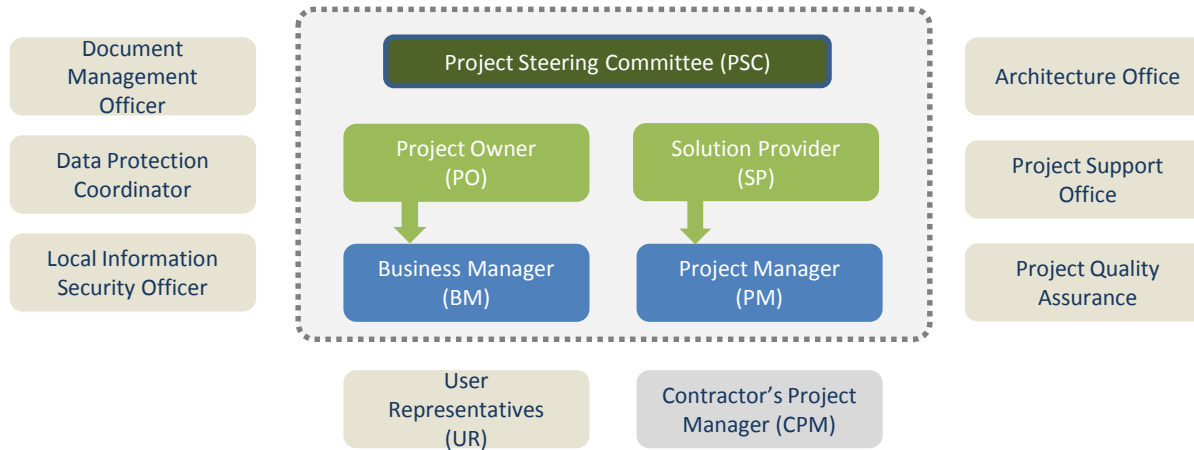
A Broad View of a PM² Project

Overview of all phases during the Project Lifecycle of a PM² Project



Project Steering Committee

A Team Oriented Decision Making Body.

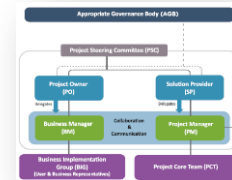


Role – The Project Owner (PO)

Summary of Responsibilities:

- Acts as the project sponsor
- Chairs the Project Steering Committee (PSC)
- Accepts the business objectives
- Owns project business risks
- Monitors project progress regularly (*high level*)
- Mobilises resources (a.k.a. budget)
- Provides leadership and strategic direction
- Assures that project outcomes are in-line with the business objectives
- Approves all key management Artefacts (Business Case, Project Charter, Project Work Plan, etc.).

Project Owner
(PO)

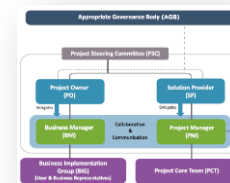


Role – The Solution Provider (SP)

Responsibilities:

- **Assumes the overall accountability** for project deliverables/services requested by the Project Owner (PO)
- **Appoints the PM and mobilises the needed resources** from the provider side
- May help the Project Owner (PO) to establish the Business Case and objectives for the project
- Represents the interests of those designing, developing, facilitating, procuring, implementing, and possibly operating and maintaining the project output (e.g. IT System)
- Agrees on objectives for the provider activities and **approves the Contractors' deliverables** for the project

Solution Provider
(SP)

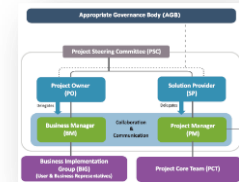


Role – The Business Manager (BM)

Summary of Responsibilities:

- Acts on a daily basis on behalf of the Project Owner (PO)
- Drives the **definition of business and project objectives**
- Manages the business activities of the project and coordinates the User Representatives
- **Leads the implementation of the business changes** as defined by the project
- Ensures that the client organisation is ready to accommodate and use the final project outputs
- Ensures that the Project outputs produce the expected results (outcomes and benefits)

Business Manager
(BM)

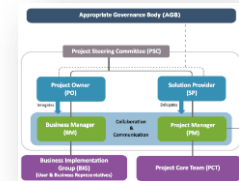


Role – The Project Manager (PM)

Responsibilities:

- Assumes **responsibility for project deliverables**
- Proposes and executes the project plans as approved by Project Steering Committee (PSC)
- **Manages and coordinates the Project Core Team (PCT)** activities and resources
- Ensures that project objectives are achieved within the quality, time, and cost objectives
- Manages stakeholder's expectations
- Ensures that all key management artefacts are delivered and approved by the Project Owner (PO)
- **Communicates and reports project progress** to the Project Steering Committee (PSC)
- Ensures the interoperability and integration of the different project related deliverables, systems, services and applications

Project Manager
(PM)

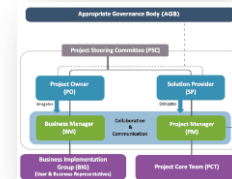


Role – The Business Implementation Group

Responsibilities:

- **Plans and implements the activities needed to achieve the desired business changes** as described in the Business Case and the Business Implementation Plan.
- **Analyse the impact** of the project implementation to the ongoing operations and existing business processes, the people and the culture of the organisation.
- Participate in the redesign or updating of any affected business processes.
- **Implement organisational change activities** that fall under the scope of the project.
- Works under the leadership of the Business Manager

Business Implementation
Group (BIG)



Responsibilities:

User Representatives (URs)

- Help **define business needs and requirements**.
- Ensure that the project specifications and deliverables meet the needs of all users.
- on behalf of the users, **approve the project specifications, and acceptance criteria**.
- Communicate and prioritise user opinions on Project Steering Committee (PSC) decisions on whether to implement recommendations on proposed changes.
- Sign-off documents related to the users (documentation, requirements, etc.).
- **Perform the user acceptance tests**.
- Participate in demonstrations and pilot phases as needed.



RAM/RASCI – Documenting Responsibilities

The Responsibility Assignment Matrix (**RAM/RASCI** (pronounced **rasky**) is a way of assigning and documenting responsibilities.

	RASCI	Description
R	Responsible	They do the work while others can support (also do work).
A	Accountable	They delegate and approve work. There is just one accountable person.
S	Supports	As part of a team they are working with the person responsible.
C	Consulted	These roles are consulted for this activity.
I	Informed	These roles will be informed (kept up to date).

PM² includes a RASCI table for each activity . The following table is the RASCI for the creation of the "Business Case" document.

RAM (RASCI)	AGB	PSC	PO	BM	UR	SP	PM	PCT
Business Case	I	C	A	R	C	S	S	N/A

- **Accountable:** The Project Owner (PO) is accountable (they check that the work is done)
- **Responsible:** The Business Manager (BM) is responsible to produce the Business Case.
- **Supports:** The Solution Provider (SP) and the Project Manager (PM) work with the Business Manager (BM) to develop the Business Case. The final responsibility, however, lies within the hands of the Business Manager (BM).
- **Consulted:** The Project Steering Committee (PSC) and User Representative (UR) are consulted.
- **Informed:** The AGB will be informed when the task is complete (information will be made available).

PM² Artefacts

RASCI:

- Responsible,
- Accountable,
- Consulted,
- Supports,
- Informed.

AGB (Appropriate Governance Body)

PSC (Project Steering Committee)

PO (Project Owner)

BM (Business Manager)

SP (Solution Provider)

PM (Project Manager)

PCT (Project Core team)

Initiating	AGB	PSC	PO	BM	UR	SP	PM	PCT
Project Initiation Request	I	n.a.	A/S	R	S/C	I	n.a.	n.a.
Business Case	I	C	A	R	C	S	I	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



Summary – Roles & Responsibilities

- The PM² Governance – Roles & Responsibilities
- The Project Steering Committee (PSC)
- The Project Core Team (PCT)
- Adapting the model for Outsourced Projects
- The Responsibility Assignment Matrix - RAM (RASCI)





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