CoEPM² European Commission

Centre of Excellence in PM² presents

The Open PM² Initiative

Challenges, lessons learned and success factors.

OpenPM² 2018 CONFERENCE

Brussels, Charlemagne | February 1 & 2

nkouroun

Nicos Kourounakis

CoEPM² Consultant & Methodology Lead

MASc, MBA, PMP, IPMA-D, PRINCE2, Agile PM²

European Commission | Council of the European Union | European Committee of the Regions | European Central Bank Eurosystem | European Union External Action

Success
Stories

The EU Institutions Landscape

- **17 EU Institutions and Bodies**
- **45 Agencies**

European Commission

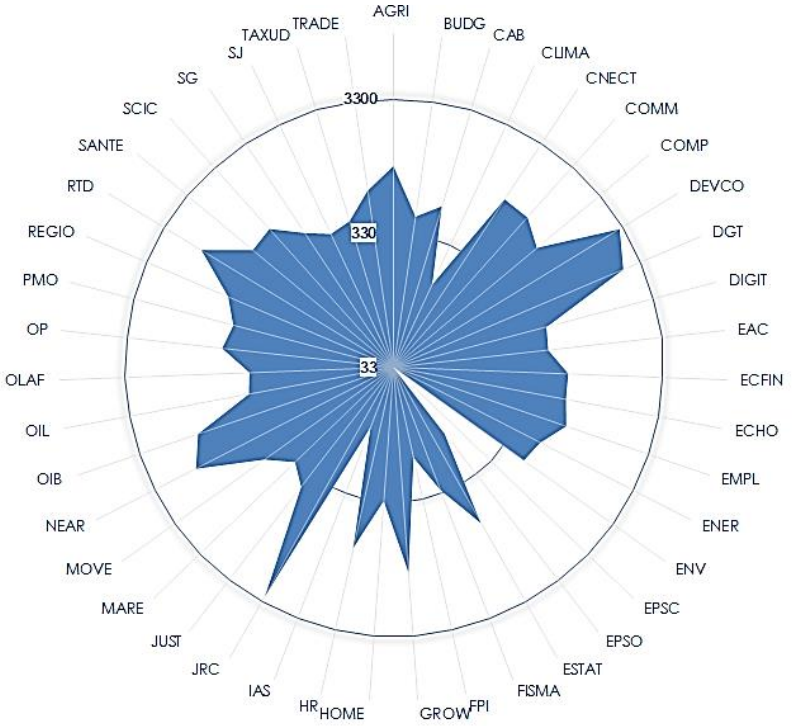
European Committee of the Regions

CVRIA

CURIA RATIONUM

European Union EXTERNAL ACTION

30,000+ employees at the European Commission alone!



EC Projects Landscape

- **The EU *spends* over € 959 988 million (2014-2020).**
- divided into more than 80 funds and programmes (European Structural and Investments Funds (ESIF) representing 33% of the total budget).

- Around **6%** goes to the administration of the European institutions whereas around **94%** is allocated to various **European programmes** (€ 902 389 M).
- There are more than 100 authorities managing EU funds. **20% is managed** by the European Commission **(€ 180 478 M)**. The remaining 80% are managed by other authorities.

But do we really need Project Management?

Announcing “More” Project Management

#1

"I want a European Union that is bigger and more ambitious on big things, and smaller and more modest on small things."

European Commission President Jean-Claude Juncker
Speech before the European Parliament on 15 July 2014,
SPEECH/14/585 & Press Conference, Brussels, 10 Sept. 2014

Announcing “More” Project Management

#2

*"We will be doing less, but we will be doing our work more **effectively**. We will be working as a **team** and not in silos. And we will **deliver**."*

European Commission President Jean-Claude Juncker
Speech before the European Parliament on 15 July 2014, SPEECH/14/585
& Press Conference, Brussels, 10 September 2014

Announcing “More” Project Management

#3

"Form has to follow function… to overcome silo-mentalities and introduce ***a new collaborative way of working*** *in areas where Europe can really make a difference."*

"… to be able to ***deliver quickly and effectively****."*

"… to ***organise the new Commission around project teams****."*

European Commission President Jean-Claude Juncker
Speech before the European Parliament on 15 July 2014, SPEECH/14/585
& Press Conference, Brussels, 10 September 2014

Announcing “More” Project Management

#4

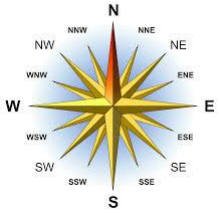
"... to be in charge of a number of ***well-defined priority projects,***

...in compositions that ***may change*** *according to need and to possible new projects developing over time, and be in charge of* ***steering and coordinating project teams****,*

... depend on the contributions of his/her ***Project Team****, ... to* ***successfully complete the projects assigned****."*

European Commission President Jean-Claude Juncker
Speech before the European Parliament on 15 July 2014, SPEECH/14/585
& Press Conference, Brussels, 10 September 2014

An Increased Project/Management Orientation



WHAT'S NEXT

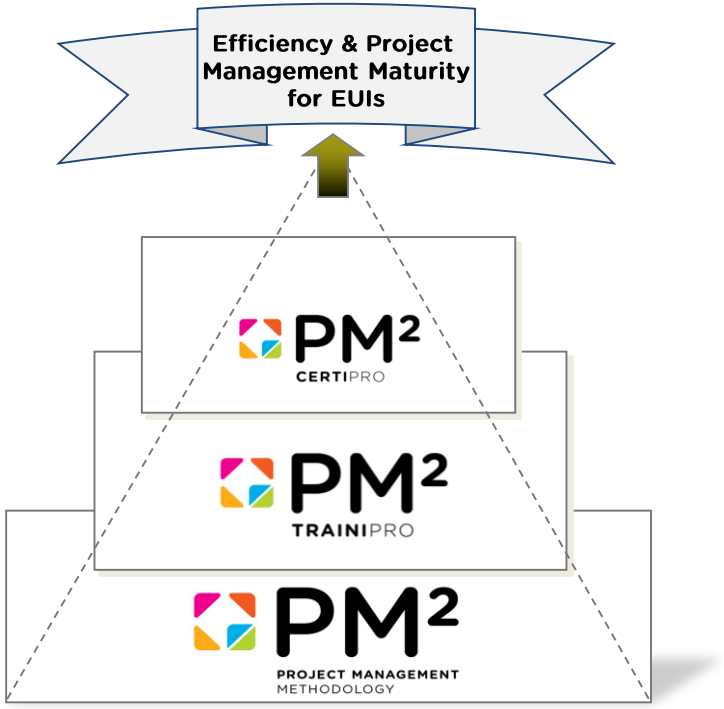
PM² Facts & History

About PM²

The PM² Offering enables **Organisations** to implement their Projects in a increasingly **effective** and **efficient** manner.

The PM² Methodology enables **project teams** to do “better” project management and deliver **solutions and benefits** to their Organisations & Stakeholders.

The PM² Offering



The Early days of PM² (2007-2012)

OpenPM² 2018 CONFERENCE

OpenPM²

PM² PSN

Agile PM²

Certification

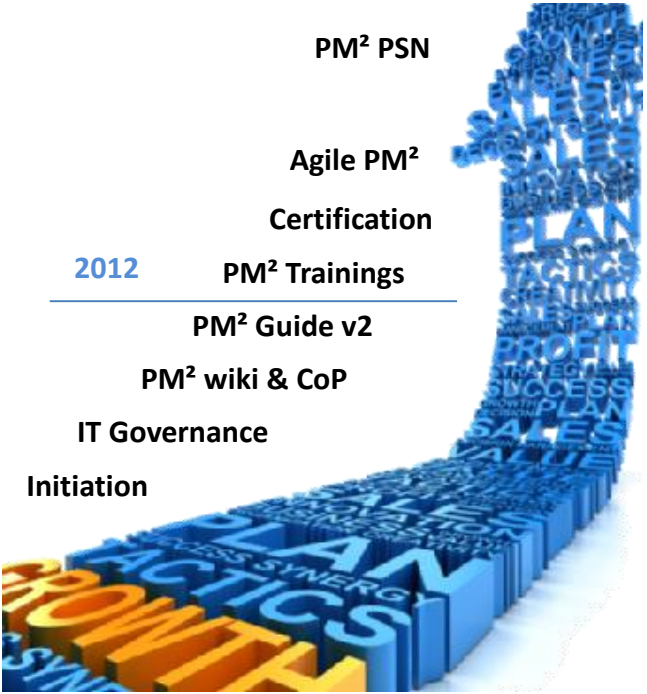
2012 PM² Trainings

PM² Guide v2

PM² wiki & CoP

IT Governance

Initiation



The PM² Programme in Numbers

10 publications
& 6 Wikis

19
courses

~400
Training days
(per year)

~1000
PM² Consulting days
(per year)

2000
staff trained
(per year)

~1000
Certified

- 20% - increase in participants per year
- 89% - average satisfaction of participants
- Trainings are full 5-6 months in advance

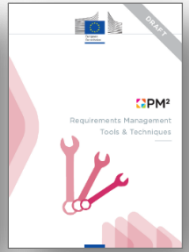
The PM² Publications & Resources

PM² Guide

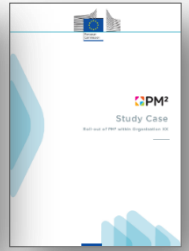
PM² Templates

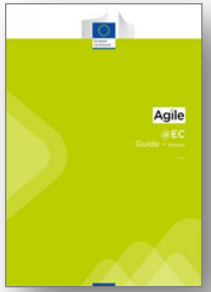
PM² Tools & Techniques

RM Tools & Techniques



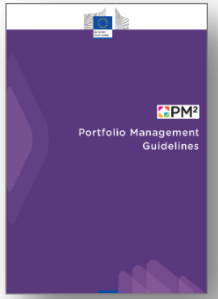
PM² Study Case





Agile PM² Guide

Agile Tools & Techniques



PPM Guide

PM² PPM Tools & Techniques

Intranet Wikis

PM² Training & Certifications

OpenPM² 2018 CONFERENCE

The PM² Certification Programme

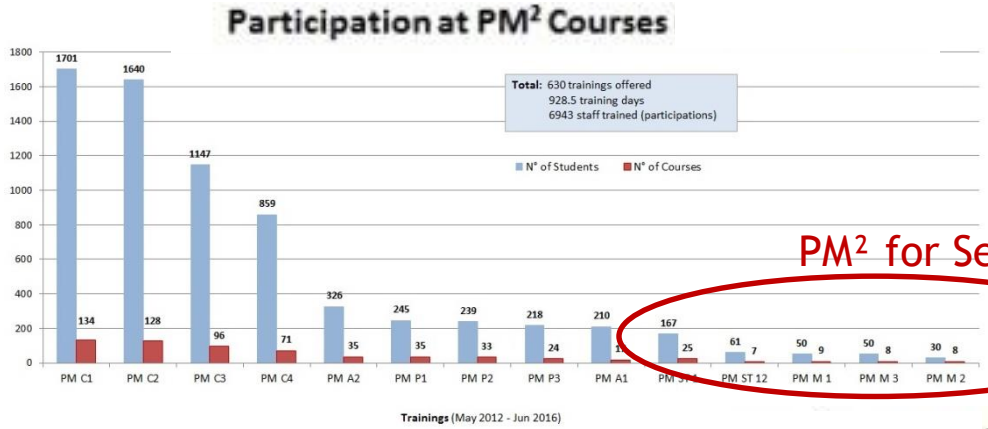
#	CODE	COURSE TITLE	DAYS
PM² Certified			
1	PM C1 ■	PM² Essentials	1
2	PM C2 ■	PM² in Practice - Artefacts, Tools & Techniques	2
3	PM C3 ■	Managing Risks	1
4	PM C4 ■	Managing Requirements & Stakeholders	1
5	PM CE EXAM ◆	PM² Certified: Exam	-
	PM C1 → PM C2 → PM C3 → PM C4 → Exam		5
	PM CEP ◆	PM² Certified: Preparation Workshop (optional)@	-
PM² Practitioner			
1	PM P1 ■	Applied Project Management	2
2	PM P2 ■	The People Side of Project Management	2
3	PM P3 ■	Managing Organisational Change in Projects	1
4	PM PCE EXAM ◆	PM² Practitioner: Case Assessment	-
	PM P1 → PM P2 → PM P3 → Assessment		5
	PM PCP ◆	PM² Practitioner: Preparation Workshop (optional)@	-

The Agile@EC Certification Programme

#	CODE	COURSE TITLE	DAYS
Agile PM² Certified			
1	PM C1 ■	PM² Essentials	1
2	PM A1 ■	Agile@EC Essentials	1
3	PM A2 ■	Agile@EC in Practice - Teams, Tools & Techniques	2
4	PM C4 ■	Managing Requirements & Stakeholders	1
5	PM A CE EXAM ◆	Agile PM² Certified Exam	-
	PM C1 → PM A1 → PM A2 → PM C4 → Exam		5
6	PM ACP ◆	Agile PM² Certified: Prep. Workshop (optional)@	-

@ Online course

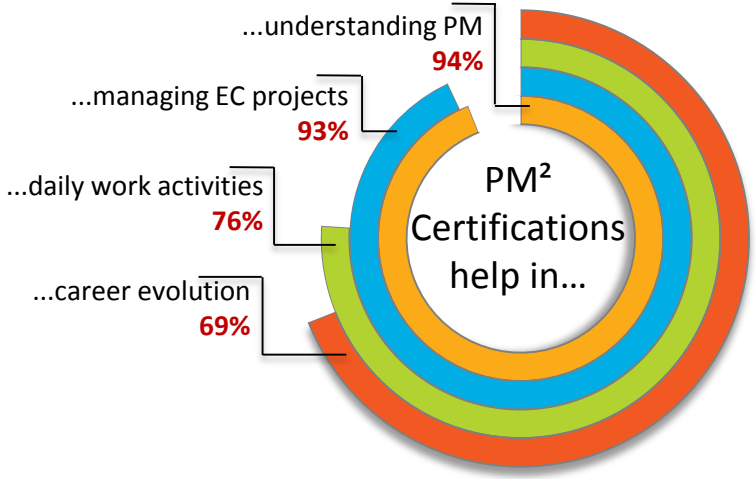
PM² Training Facts & Trends (2012-2016)



PM² for Senior Management

Survey: The Value of the PM² Certification

PM² Certified people believe that the PM² certification has helped them in …



98%

would recommend the PM² certification

95%

agree that PM² contributes to project success

PM² Certification Exam Centres

- 80% of EU Institutions have access to the PM² Training & Certification Programme
- 39 PM² Certification Exam

EU Institutions with access to PM² Training:

Alicante (ES): OHIM/EUIPO
Barcelona (ES): F4E
Bilbao (ES): EU - OSHA
Bramshill, Hook, Hampshire (UK): CEPOL
Brussels (BE): BBI - CLEANSKY - COUNCIL - EACEA - EASME - ECSEL JU - EDA - EDPS - EEAS - EESC - ERCEA - EURSC - FCH - IMI JU - INEA - REA - SESAR JU - SRB
Budapest (HU): EIT
Cologne (DE): EASA
Dublin (IE): EUROFOUND
Frankfurt (DE): ECB - EIOPA
Helsinki (FI): ECHA
Heraklion (GR): ENISA
Lisboa (PT): EMSA
Ljubljana (S): ACER
Luxembourg (LU): CDT - CHAFEA - EP
London (UK): EBA - EMA
Paris (FR): ESMA
Parma (IT): EFSA
Riga (LT): BEREC
Strasbourg (FR): EO - EU - LISA
The Hague (NL): EUROPOL
Thessaloniki (GR):CEDEFOP
Torino (IT): ETF
Valenciennes (FR): ERA
Valetta (MT): EASO
Vigo (ES): EFCA
Vilnius (LV): EIGE
Warsaw (PL): FRONTEX

PM² Training not yet available

PM² Certification Exams available in:

Austria: Vienna
Belgium: Brussels
Bulgaria: Sofia
Croatia: Zagreb
Cyprus: Nicosia
Czech Republic: Prague
Denmark: Copenhagen
Estonia: Tallinn
Finland: Helsinki
France: Paris - Toulouse - Marseille
Germany: Berlin - Frankfurt - Hamburg Munich
Greece: Athens - Thessaloniki
Hungary: Budapest
Ireland: Dublin
Italy: Milan -Rome
Latvia: Riga
Lithuania: Vilnius
Luxembourg: Luxembourg
Malta: Hamrun
Netherlands: Amsterdam
Poland: Warsaw - Krakow
Portugal: Lisbon
Romania: Bucharest
Slovakia: Bratislava
Slovenia: Ljubljana
Spain: Barcelona - Madrid
Sweden: Stockholm
United Kingdom: Edinburgh Manchester -London

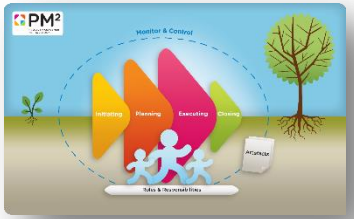
PM² Certification Awarding Ceremony & CoP

OpenPM² 2018 CONFERENCE

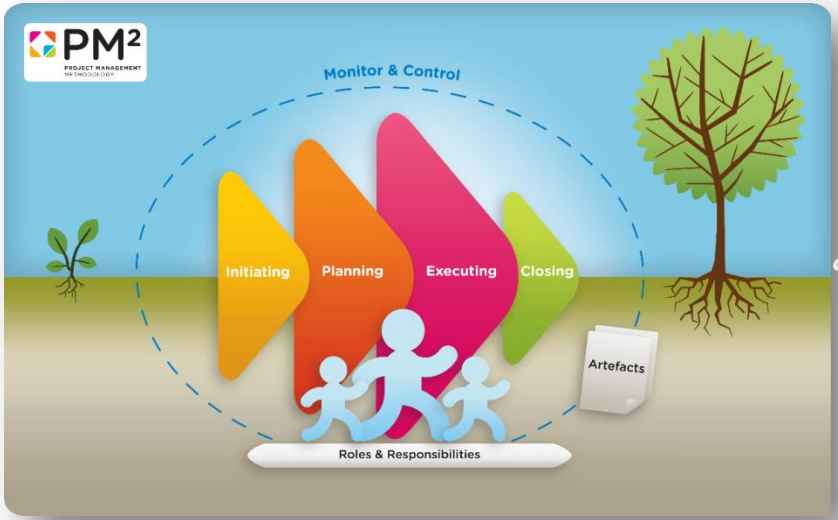
PROJECT MANAGEMENT
Community of Practice

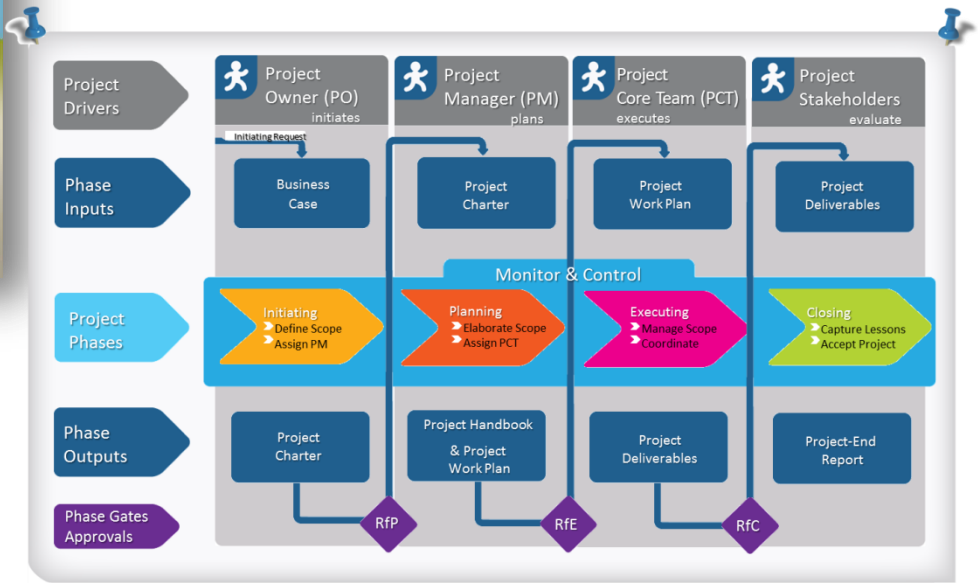
WHAT'S NEXT

About The PM² Methodology

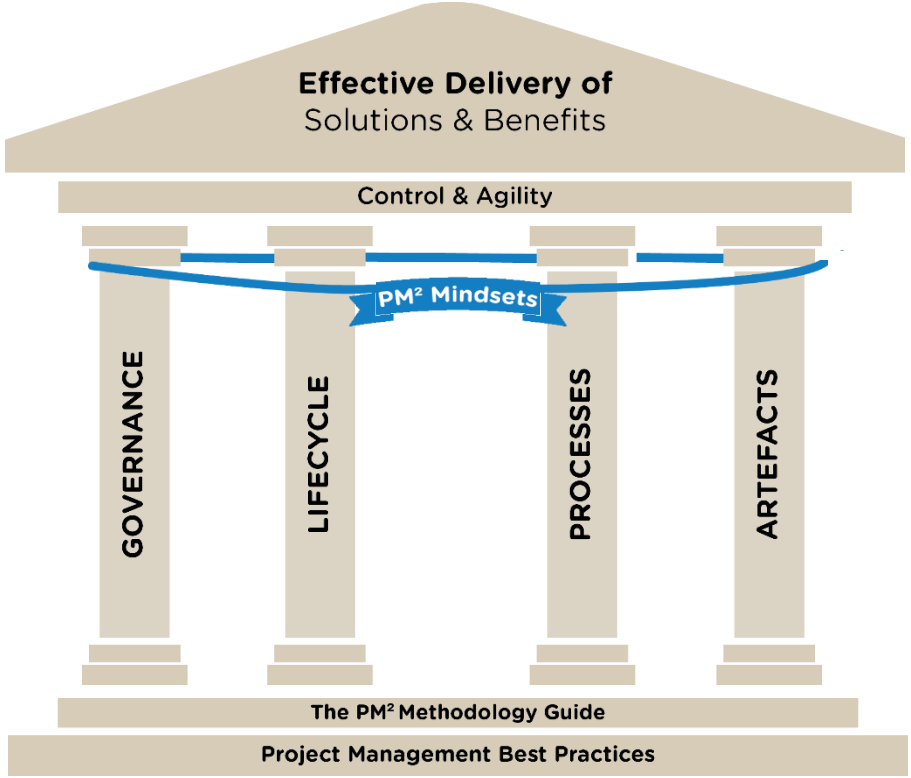


PM² Posters


PM²
PROJECT MANAGEMENT METHODOLOGY
Monitor & Control
Initiating
Planning
Executing
Closing
Artefacts
Roles & Responsibilities

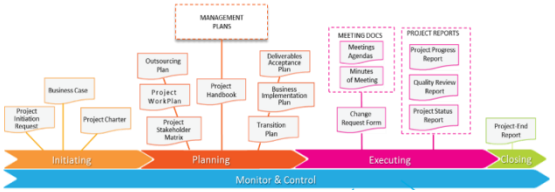

Project Drivers
Phase Inputs
Project Phases
Phase Outputs
Phase Gates Approvals
Project Owner (PO)
initiates
Project Manager (PM)
plans
Project Core Team (PCT)
executes
Project Stakeholders
evaluate
Initiating Request
Business Case
Project Charter
Project Work Plan
Project Deliverables
Monitor & Control
Initiating
Define Scope
Assign PM
Planning
Elaborate Scope
Assign PCT
Executing
Manage Scope
Coordinate
Closing
Capture Lessons
Accept Project
Project Charter
Project Handbook & Project Work Plan
Project Deliverables
Project-End Report
RfP
RfE
RfC

The House of PM²



Project Management vs Project Work

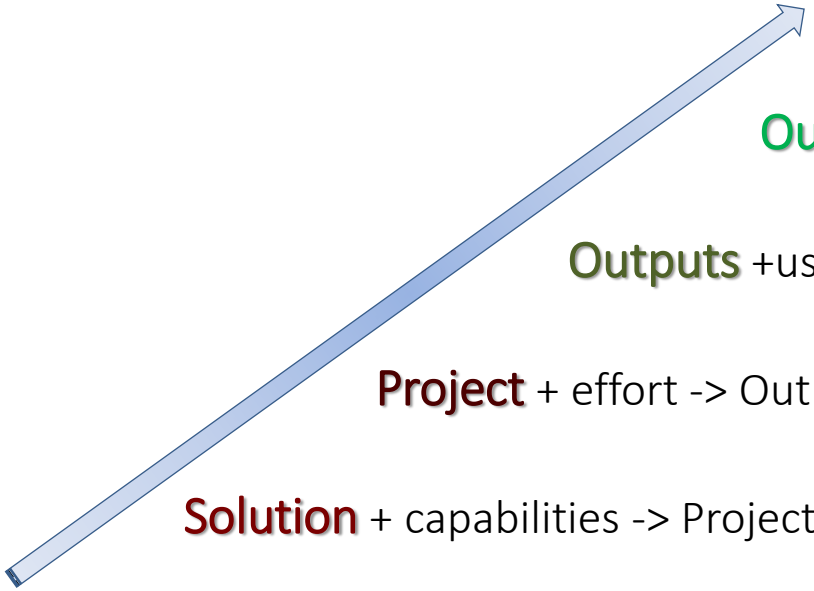
- Project Management Work:
  - What?
  - When?
  - Who?
  - How?



- Project Work:
  - What?
  - When?
  - Who?
  - How?

WHY?

The reason we run projects



Benefits

Outcomes + measurement -> Benefits

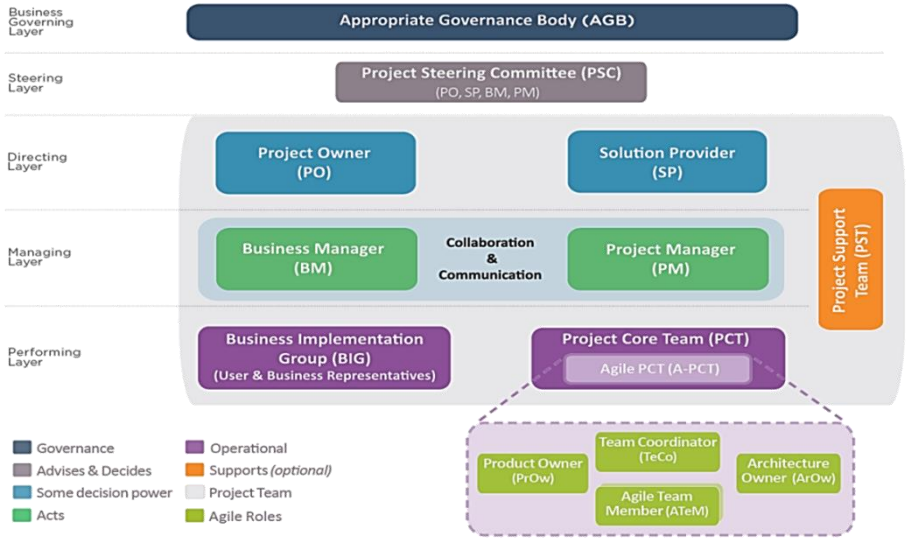
Outputs +use -> Outcomes

Project + effort -> Outputs

Solution + capabilities -> Project

Problem + context -> Solution

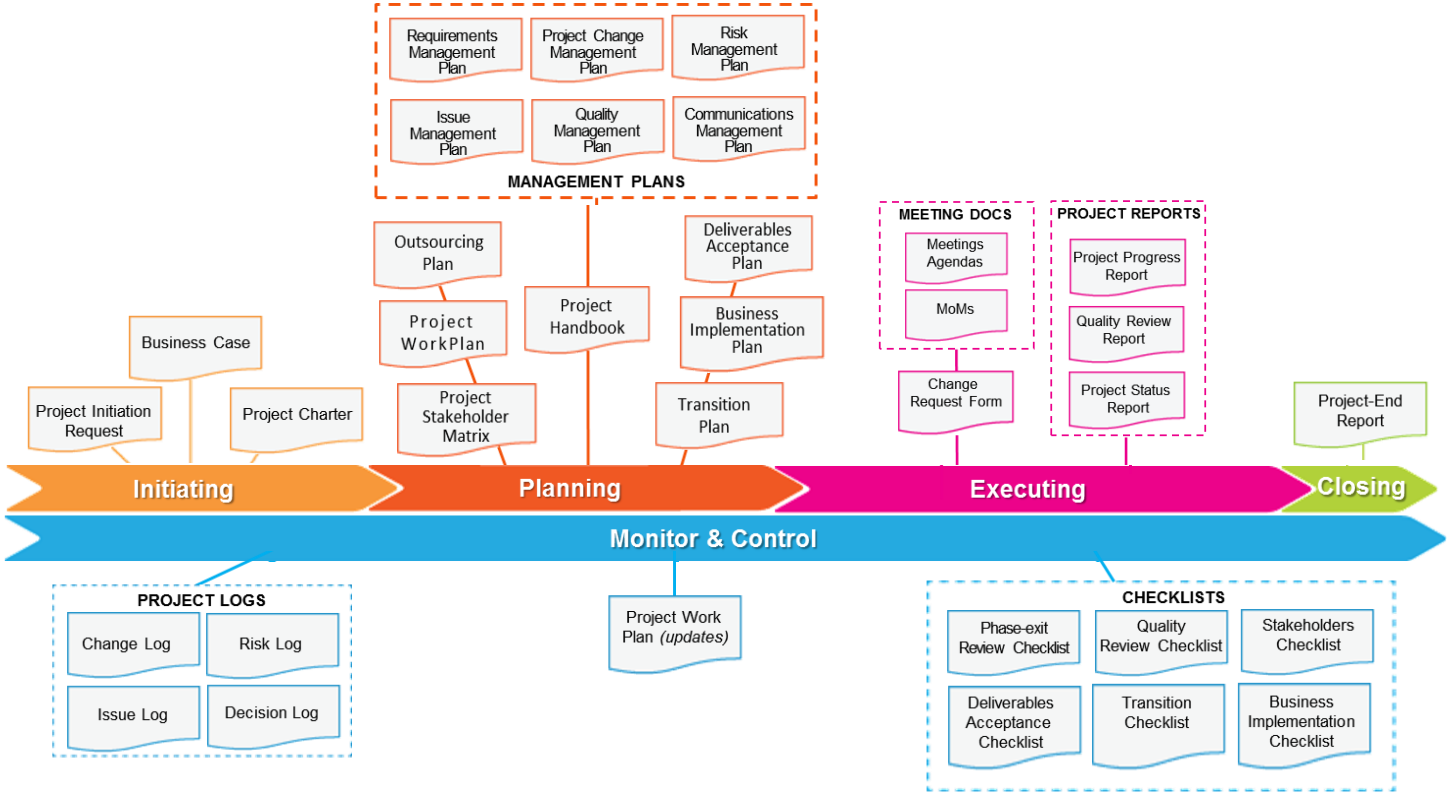
PM² Project Governance



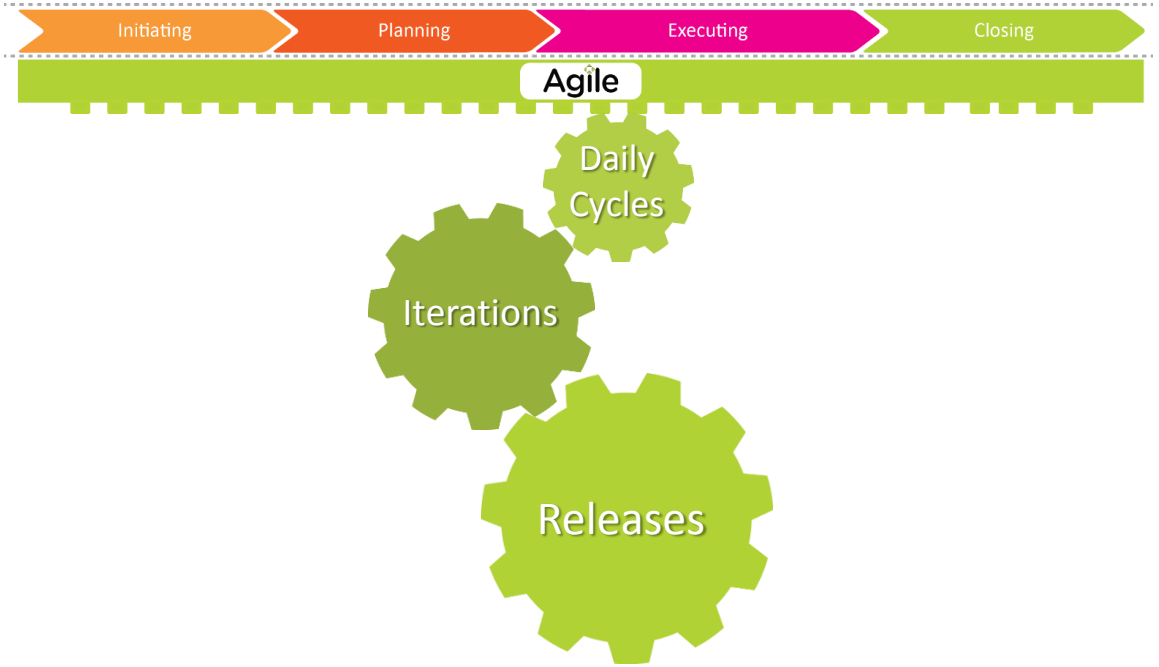
Initiating	AGB	PSC	PO	BM	UR	SP	PM	PCT
Project Initiation Request	I	n.a.	A/S	R	S/C	I	n.a.	n.a.
Business Case	I	C	A	R	C	S	S	n.a.
Project Charter	I	C	A	S	C	S	R	C
Planning	**AGB**	**PSC**	**PO**	**BM**	**UR**	**SP**	**PM**	**PCT**
Planning Kick-off Meeting	I	A	C	S	C	C	R	C
Project Handbook	I	I	A	S	C	I	R	C
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

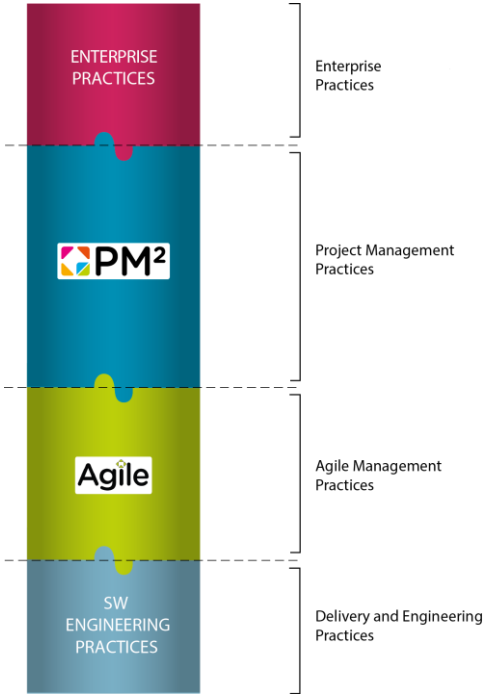
PM² Responsibilities: RASCI

PM² Artefacts Landscape

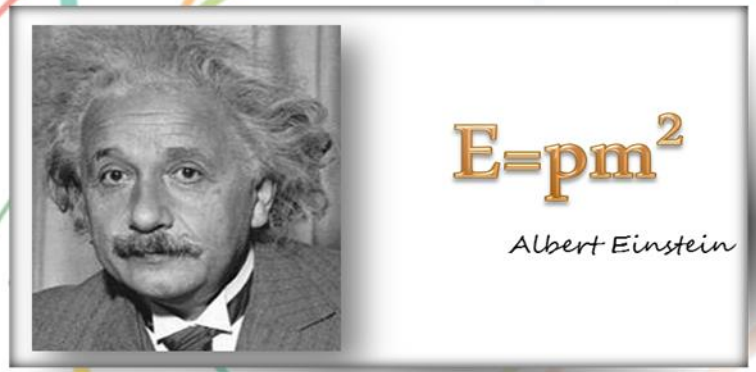


Agile PM²


Initiating
Planning
Executing
Closing
Agile
Daily Cycles
Iterations
Releases


ENTERPRISE PRACTICES
PM²
Agile
SW ENGINEERING PRACTICES
Enterprise Practices
Project Management Practices
Agile Management Practices
Delivery and Engineering Practices

Einstein on Project Management…



The PM² Mindsets & Professional Virtues

BEST PRACTICES
to manage their project.

projects and not the other way around.

Foster a project culture of COLLABORATION, clear COMMUNICATION and ACCOUNTABILITY.

OUTCOMES ORIENTATION
Maintain an Outcomes Orientation in relation to all projects and project management activities.

BECOME COMMITTED
to delivering project results with maximum value rather than just following plans.

Assign Project Roles to the most appropriate people for the benefit of the project.
ASSIGN PROJECT ROLES

BALANCE
Balance in the most productive way the project management "Ps" of: product, process, plan, people, pleasure/pain, participation, perception and politics.

IMPROVE
Invest in developing their technical and behavioural competences to become better project contributors.

DRAW INSPIRATION
Draw inspiration from the PM² Guideline on Ethics and Professional Virtues.

SHARE KNOWLEDGE
actively manage lessons learned and contribute to the improvement of project management within their Organisations.

INVOLVE
Involve project stakeholders in the organizational change needed to maximize project benefits.

WHAT'S NEXT

Looking Forward

The Expanding Reach of PM²

OpenPM² 2018 CONFERENCE

PM² v1.0
DIGIT
(IT Projects)

PM² v2.0
European Commission

PM² v2.5
European Institutions

Open PM² v1.0

EU Agencies

European Council

European Financial Institutions

EU Member States

EU Grants Beneficiaries

EU Contractors

Public Sector

Private Sector

YOU
Europe
The World!

The PM² Guide – Open Edition

The PM² Project Management Methodology Guide – Open Edition

AVAILABLE via THE EU BOOKSHOP!

https://webgate.ec.europa.eu/fpfis/wikis/display/openpm2
https://joinup.ec.europa.eu/community/opm2

The PM² Guide – Open Edition

Open PM² Online Resources

The Open PM² Vision

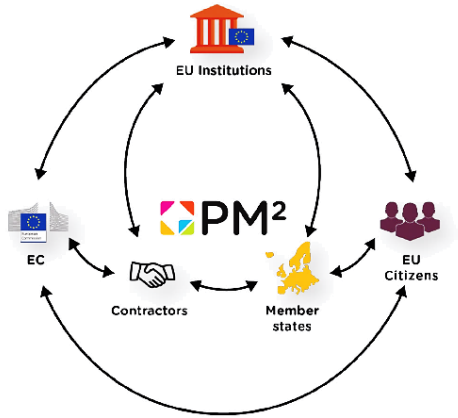
The future of project management depends on project managers coming together as an **open community** with a **shared vision**:

One common free and open project management methodology for Europe.

The Open PM² (Project Support Network)

OpenPM² 2018 CONFERENCE

OpenPM² PSN



… bringing together the PM Community, to learn from each other & exchange experiences in using PM².

…and help PM² evolve as an Open Source Methodology

Q & As

Select the PLENARY room in

sli.do

Join at
https://www.sli.do/

With the event code
#G328