



OpenPM² 2018
CONFERENCE

Brussels, Charlemagne | February 1 & 2

PM² @ OP

Changing the project management
culture to deliver strategic objectives
at the EU Publications Office

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The Publications Office of the EU

Interinstitutional service

From traditional publisher to provider of information management services

Publish EU law + other information from EU institutions

Make it available for easy long-term access and reuse

3 pillars of activities:

- production,
- access and reuse,
- long-term preservation

Stakeholders:

- 150 "customers"
- EU institutions, agencies and bodies



Main public online services



EUR-Lex



EU law
eur-lex.europa.eu



EU Publications



General publications
publications.europa.eu/bookshop



EU Open Data Portal



Open data
data.europa.eu/euodp



Ted



Public procurement
ted.europa.eu



EU Whoiswho



EU directory
whoiswho.europa.eu

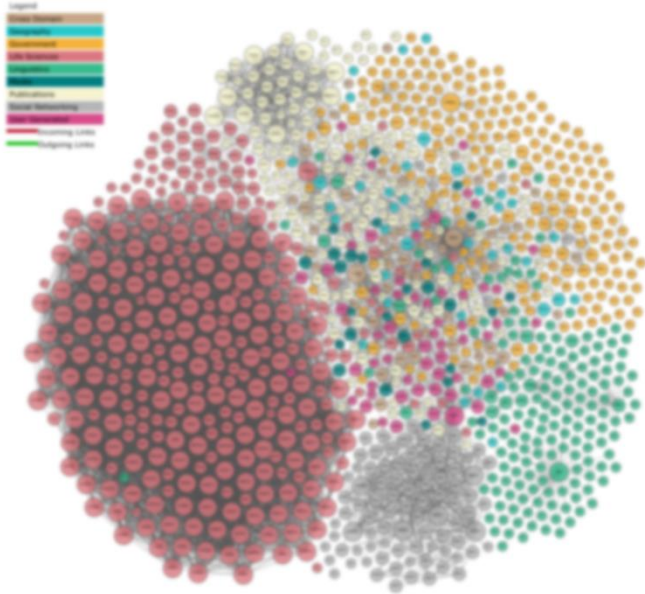


CORDIS

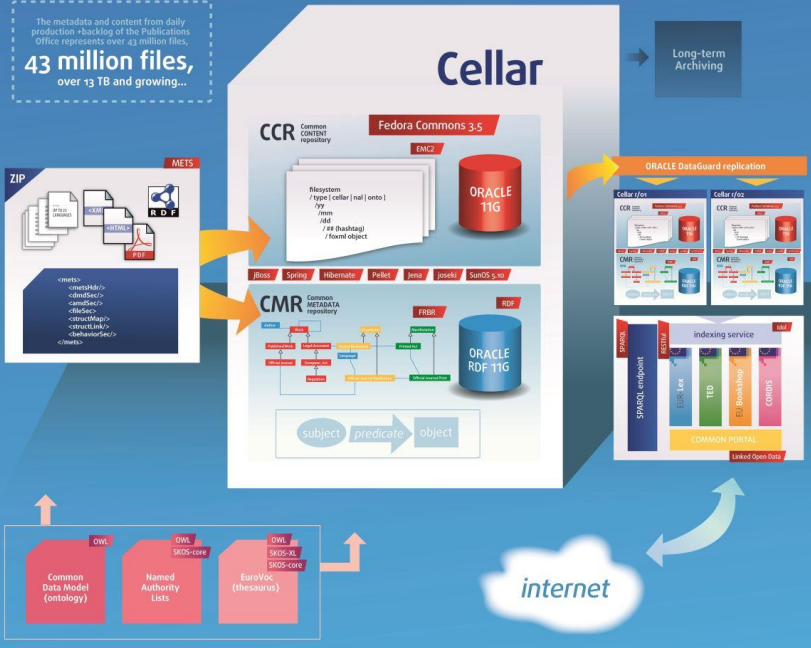


Research and development
cordis.europa.eu

Semantic web



The Publications Office's project for common access to EU information based on semantic technology



Publications Office of the European Union

Strategic objectives

2017-2025

Delivering services
to European Union institutions,
citizens and businesses



10 strategic objectives

- 4 medium term (2017-2020)
- 6 long-term (2021-2025)

Positive and negative priorities for the services we provide



OP Strategic Objectives 2017-2025 – Milestones

	> 2017	> 2018	> 2019	> 2020	> 2021	> 2022	> 2023	> 2024	> 2025
Objective I Secured and automated exchange of legal data		➤ All legal data are exchanged securely and with common metadata		➤ All legal acts are exchanged with the Common Exchange Model					
Objective V The Official Journal act by act			➤ New workflow production tool is developed				➤ Official Journal is produced act by act		
Objective II Rationalisation of the production of publications	➤ New generation of production contracts		➤ New workflow management system	➤ Accessibility for visually Impaired citizens					
Objective VI Reference centre for the production of publications	➤ Synergies in dispatch of printing tasks	➤ Feedback mechanism on publication impact			➤ Templates for all publications types				➤ OP is reference centre for production of publications
Objective III Refocusing quality control		➤ Content analysis services		➤ Drafting—translation—publication process					
Objective IV Linked EU Information, increased interoperability and federated search	➤ EUR-Lex: Improvement of navigation and display		➤ European Legislation Identifier: granularity at article level	➤ Federated search is available to citizens					
Objective X Central point of access and reuse		➤ EU Open Data Portal covers all EU institutions and Commission services	➤ Enhanced metadata-sharing facility				➤ Digital services for reusers		
Objective VIII Single point of access for public procurement		➤ eNotices II is deployed	➤ eForms is deployed				➤ The single point of access for public procurement is fully in place		
Objective VII Zero stock			➤ Decision of the Management Committee on physical distribution		➤ End of Integrated Logistic Services contract—zero stock is achieved				
Objective IX Legal deposit scheme			➤ Approval of a legal deposit scheme		➤ Daily operation of the legal deposit scheme starts				➤ Upload of backlog is completed

2017

- A new version of CoV is released based on three example regulations, a proposal for a regulation and a directive
- Version 1 of CEM is adopted and released
- The first prototype of an FMX2AK (Formex to Akoma Ntoso) converter based on CEM is implemented
- An implementation road map drawn up under the 'to-be' landscaping exercise is adopted
- IMMCBuilder is available as a SaaS ('software as a service') solution in the cloud

2018

- The first exchanges based on CEM as part of the Commission/SG pilot project take place
- Version 2 of CEM is adopted and released
- The FMX2AK converter is extended and fully supports CEM version 2
- eTrustEX and IMMC version 4 are implemented for all exchanges of legal data between the institutions and the OP

2019

- Production applications are ready to accept CoV/CEM VI-compliant documents
- Version 3 of CEM is adopted and contains all elements that are mandatory for the realisation of this objective
- The FMX2AK converter is extended and fully supports CEM version 3

2020

- Exchanges of legal data with institutions are based on IMMC and CEM

**Ensure that
operations are
not disrupted**



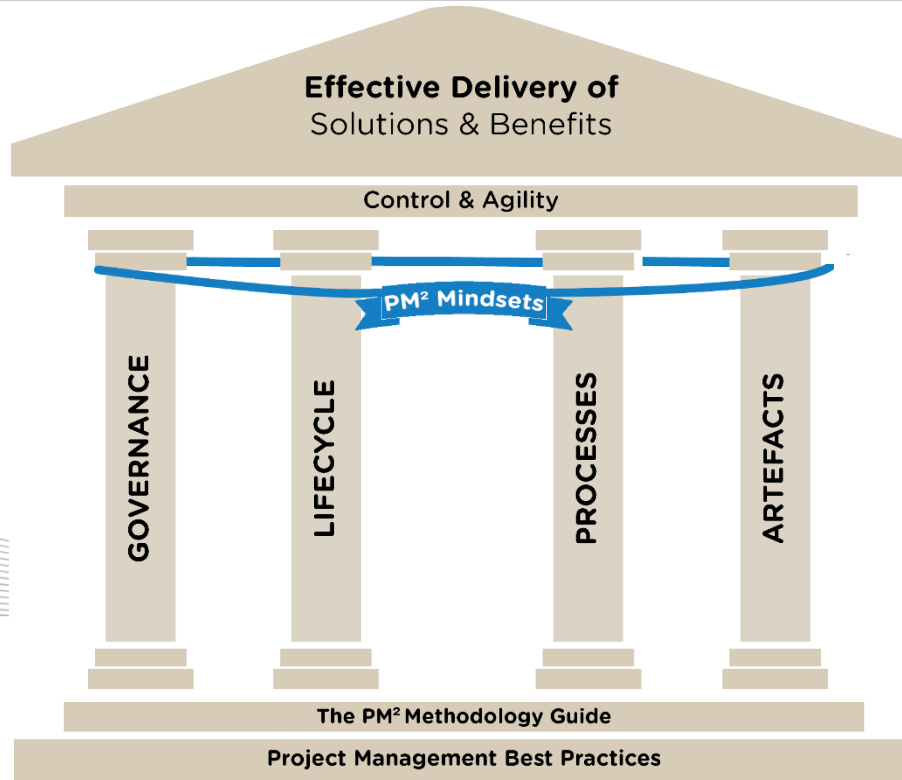


These goals include both significant IT developments as well as business process changes

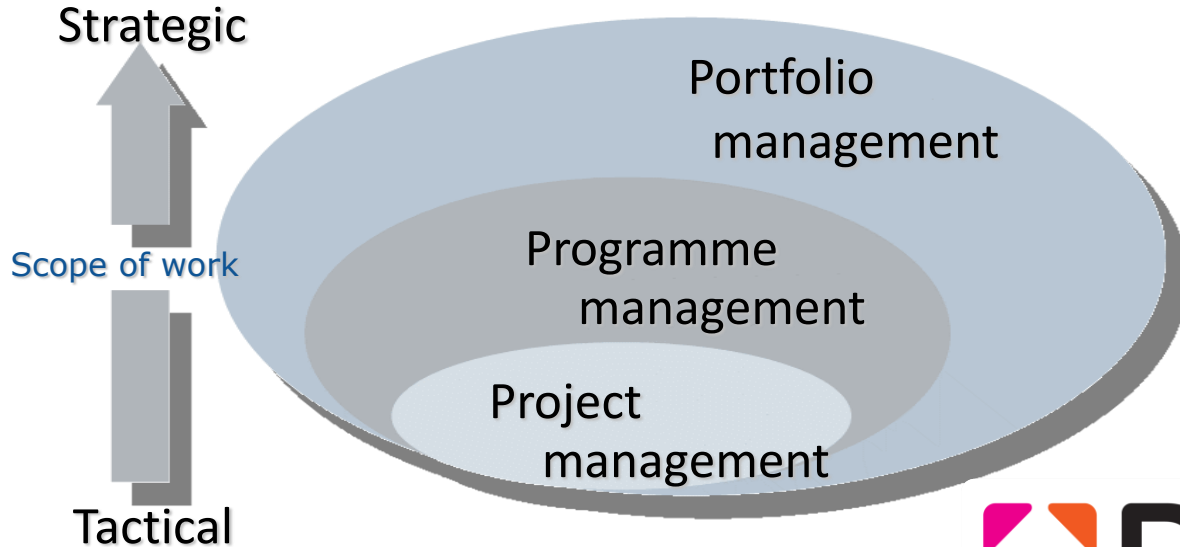
Senior management decided to adopt several measures:

- 1. Adoption of the PM² methodology**
- 2. Review the strategy-to-execution process**
- 3. Reinforce the existing governance structure**
- 4. Communicate strategy to employees more effectively**

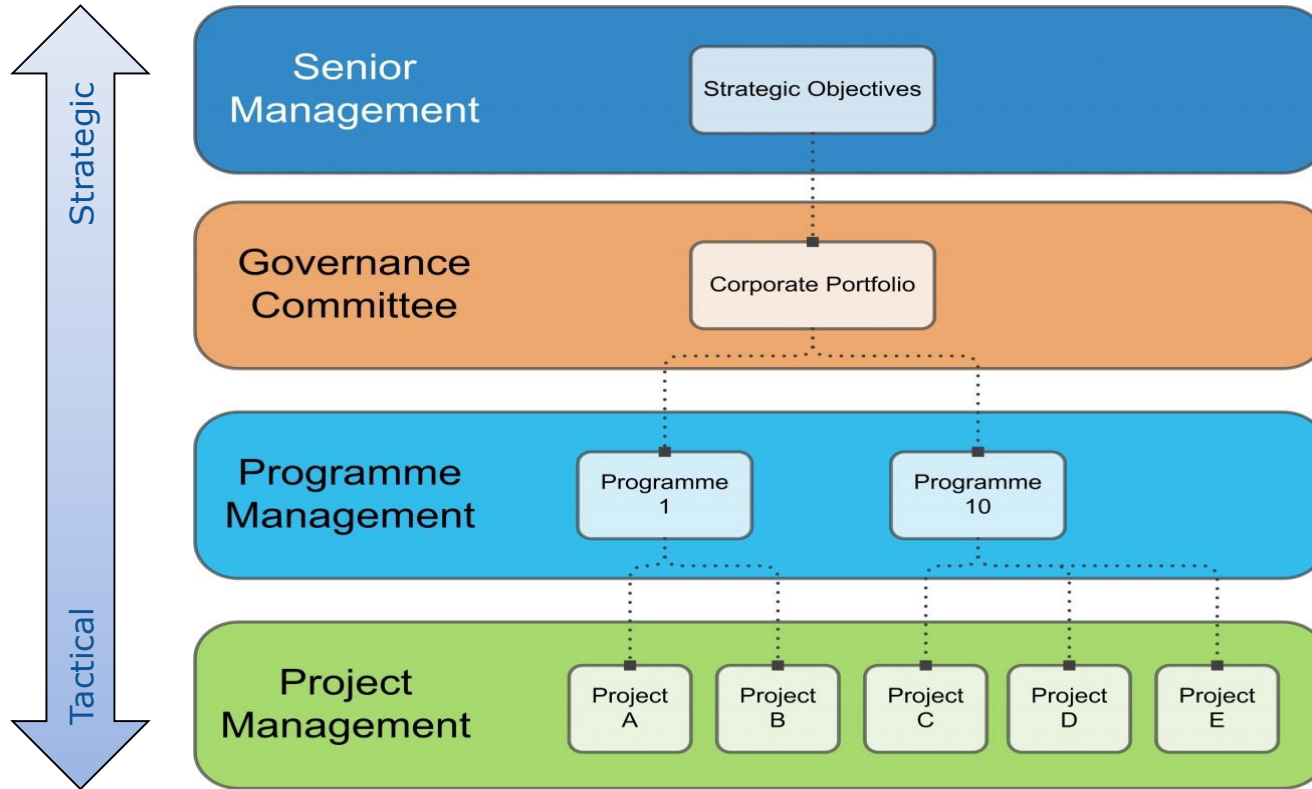
1. Adoption of the PM² methodology



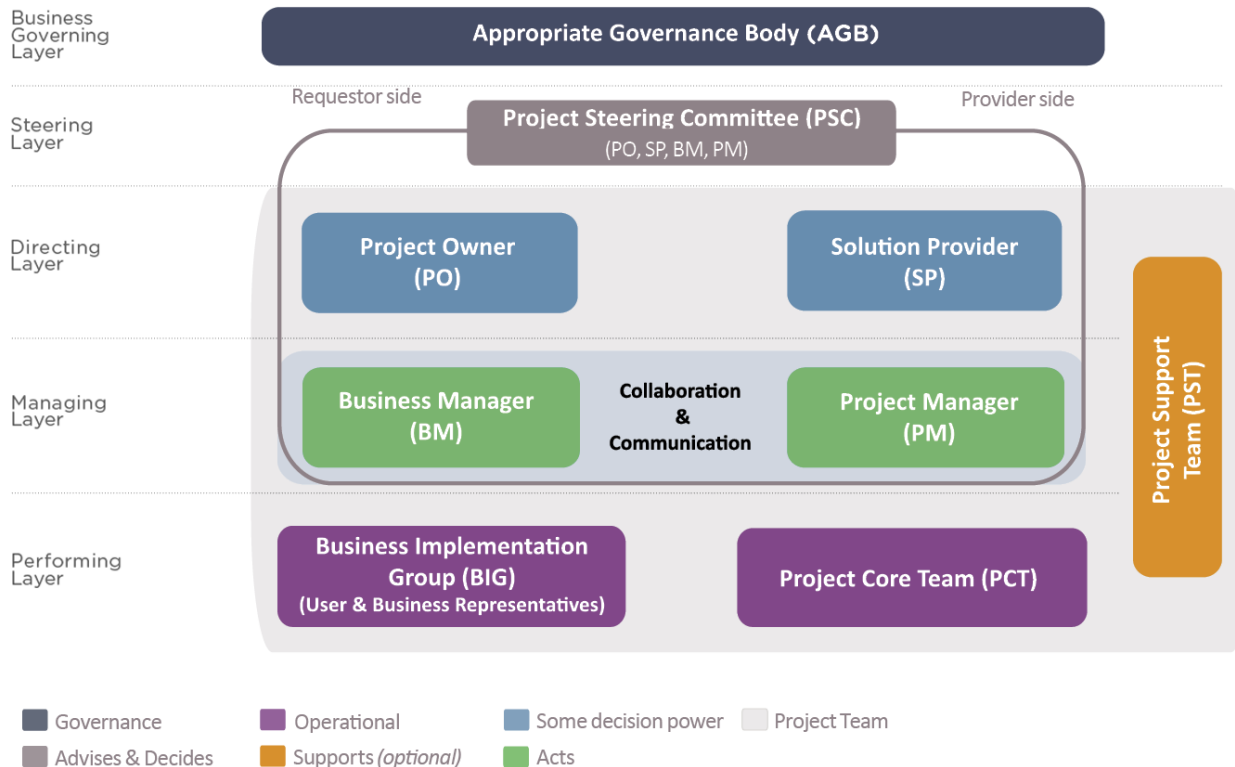
Projects, programmes and portfolio



From strategy to execution

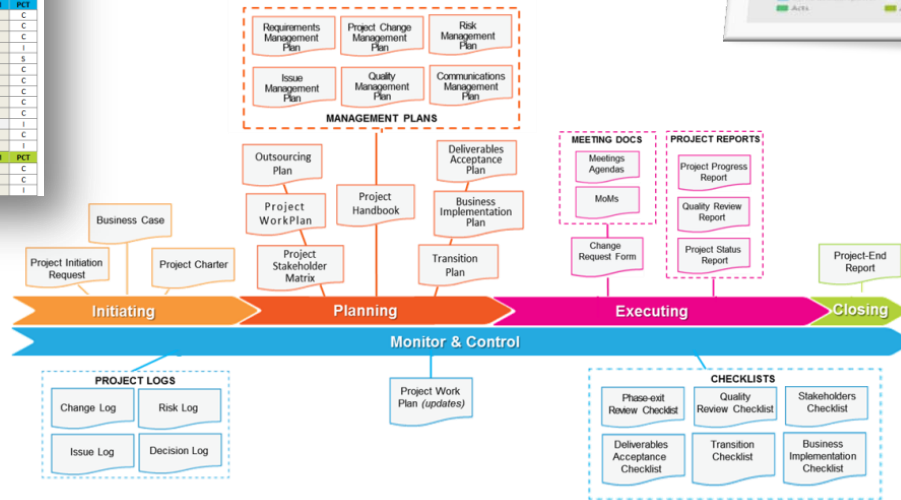
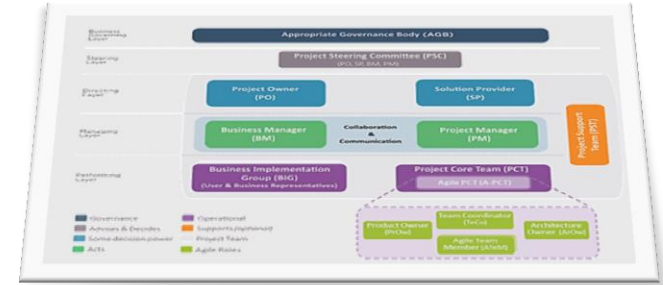


New roles

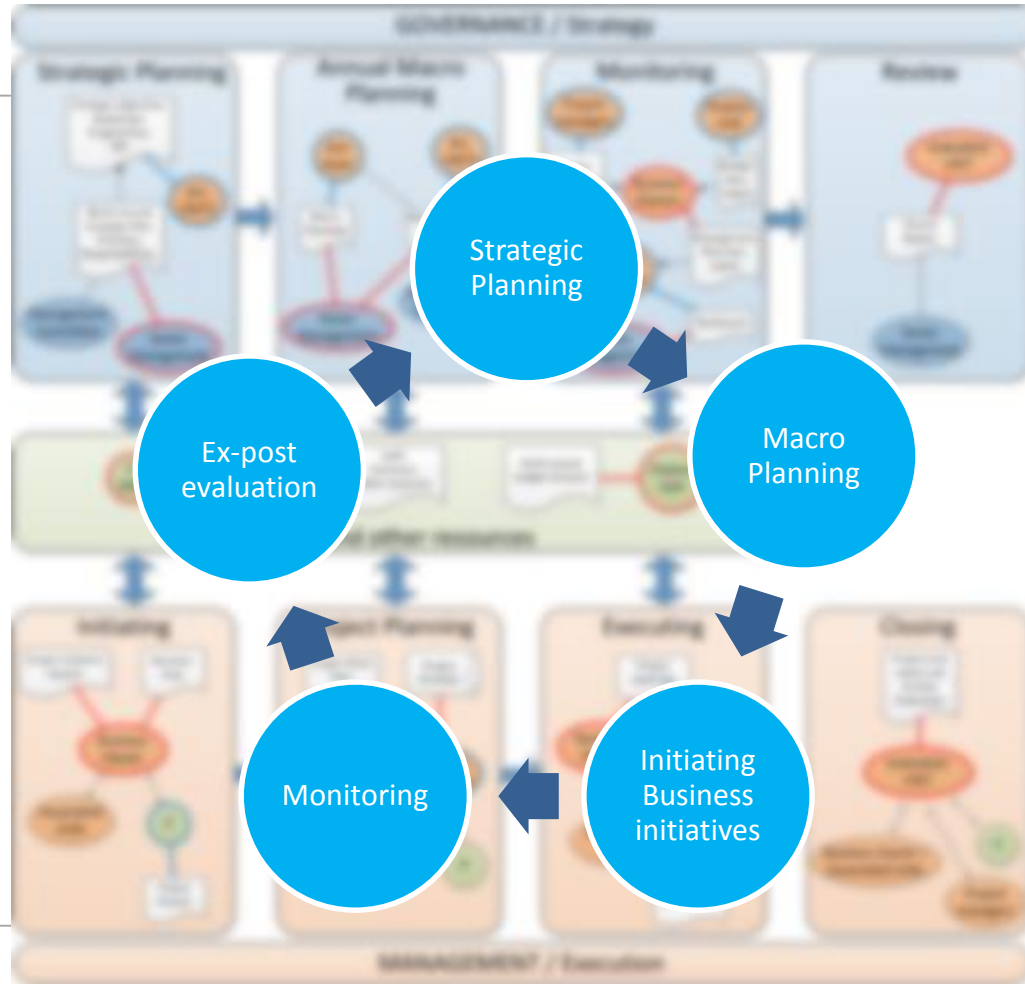


Keep it simple

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	I	A	C	C	I	S	R	C
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	AGB	PSC	PO	BM	UR	SP	PM	PCT
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	R	C	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	A	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	I	A	C	C	C	R	C
Manage Outsourcing	I	A	C	C	C	I	S	R
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



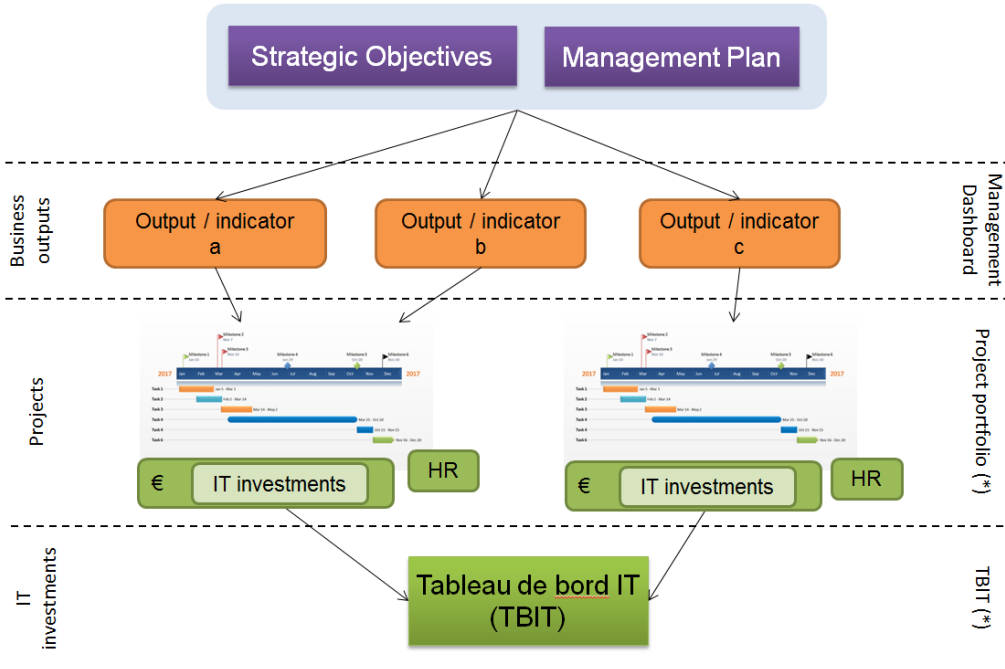
2. Review the strategy-to-execution process



3. Reinforce the existing governance structure

**Doing the right things
at the right time
for the right reasons**

Managing, monitoring, reporting



Roadmap 2018 + KPIs		Output MP 2018	Indicator MP 2018	Target 2018	Done	Change	Blocked	Call	Review	Plan	Insert
01	Roadmap 2018 A procurement ontology is developed	In the narrative: A procurement ontology will be developed and proposed for approval. All public procurement related code lists will be published on the Metadata Reality.	In the narrative: A procurement ontology will be developed and proposed for approval. All public procurement related code lists will be published on the Metadata Reality.	To be completed by end 2018 End 2018	G	G	G	G	A	A	A
	Roadmap 2018 A roadmap of contracting bodies is developed.	In the narrative: A roadmap of contracting bodies will be drafted and published.	In the narrative: A roadmap of contracting bodies will be drafted and published.	To be completed by end 2018 Mid 2018							

Project Name	Description	Project Owner	Solution Provider	Project Manager	Strategic Objective ID	Phase	Scope Completion	Cancel	Change	Schedule	Costs	Resources	Risks	Issues	Planned phase start
SDCF - security upgrade	Upgrade libostLJK for security reasons	B1	A3	AK	Other	Executing		A	G	G	R	R	R	G	fév-18
IMC 2% transfer indicator	Definition of an indicator representing the percentage of manuscripts received in 2018	B1	B1	TP	SDI.2018-05	Initiating		G	G	G	G	G	G	G	mar-18

Application	Type	Dir	Initial Foreseen Month	Initial Forecast Amount	Proposed Amount	Family	Budget Key	Budget Line
PLANLEX	STUDY	B	oct-2018	€ 30 000	€ 0	OJ 2018-PROD		26 010 900 020 100
WHOISWHOBACK	EVOLS	C	Janv-2018	€ 50 000	€ 50 000	OP Portal 2018-PROD		26 010 900 020 100

Project portfolio

Project Name	Description	Project Owner	Solution Provider	Project Manager	Strategic Objective ID	Phase	Scope Completion	Overall	Change	Schedule	Cost	Resources	Risk	Issues	Planned phase start
SICOP - security upgrade	Upgrade Jboss/JDK for security reasons	B1	A3	AK	Other	Executing		A	G	G	R	G	R	G	févr-18
AMVIC X transfer indicator	Definition of an indicator representing the percentage of manuscripts received in 2018	B1	B1	TP	SO12018-05	Initiating		G	G	G	G	G	G	G	mars-18

Project owner		A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	C4	R2	R3	Total
Nb of projects		1	7	0	3	31	7	5	20	15	0	7	0	1	97
Phase	Not initiated		6		3	18	1	3	8	4		4		1	48
	Initiating					8	4	2	5	5		1			25
	Planning	1				1			1	2					5
	Executing		1			4	1		2	4		2			14
	Closing						1		4						5
Status	Green	1	5		3	28	7	5	20	15		6		1	91
	Amber		2			2						1			5
	Red					1									1
Nb of Projects as Solution provider		A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	C4	R2	R3	Total
		1	4	37	0	11	5	6	18	9	0	5	1		97

4. Communicate strategy to employees more effectively



Strategic objectives 2017-2025 EDIT LINKS

- Reference Documents
- Working Documents
- Site Contents
- Recycle Bin
- Recent**

EDIT LINKS

Strategic objectives 2017-2025

Strategic Objectives



Reference Documents

Video message to all staff



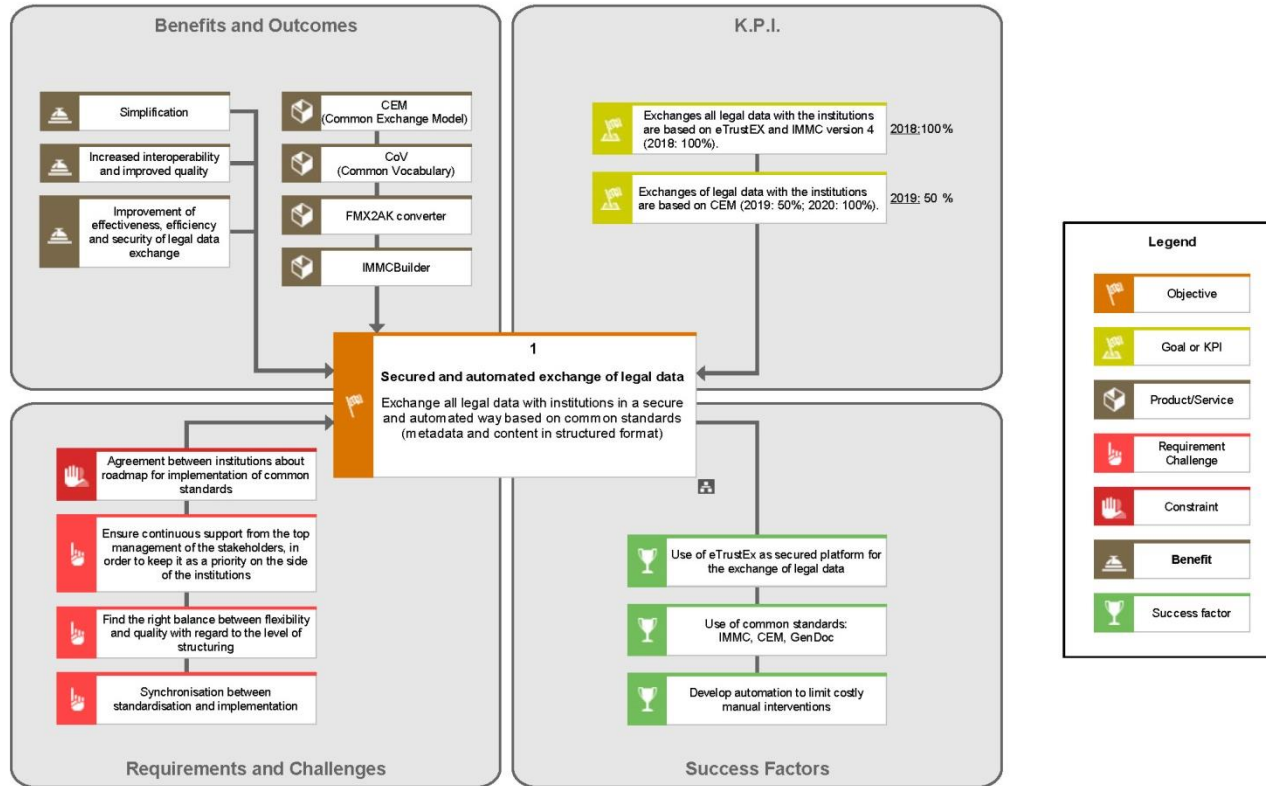
Links

- Strategic Objectives - Video message to all staff

Strategic Objective Responsib

+ new item or edit this list

Current View ... Find an item



- Support (from DIGIT in our case)
- Community Of Practice
- Trainings
- Appropriate governance
- Adapt methodology (roles and processes) to your organization
- Communication





OpenPM² 2018
CONFERENCE

Brussels, Charlemagne | February 1 & 2





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