



The Project Management Methodology of the European Commission

The PM² Story

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About this Presentation



The PM² Story, the insights and the future.

- The EU context
- The PM² journey and facts
- PM² Methodology Overview
- The Future of PM²



- The EU *spends* over **€ 959 988 million (2014-2020)**.
- The EU budget is divided into more than 80 funds and programmes (European Structural and Investments Funds (ESIF) representing 33% of the total budget).
- Around **6% of the budget goes to the administration** of the European institutions (**€ 57 599 M**) whereas around **94%** is allocated to various **European programmes** (€ 902 389 M).
- There are more than 100 authorities managing EU funds. **20% of these are managed directly** by the European Commission (**€ 180 478 M**). The remaining 80% are managed by other authorities.



Announcing “More” Project Management in EC/EU



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

"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.**"*

*"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.**"*

*"... 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.**"*



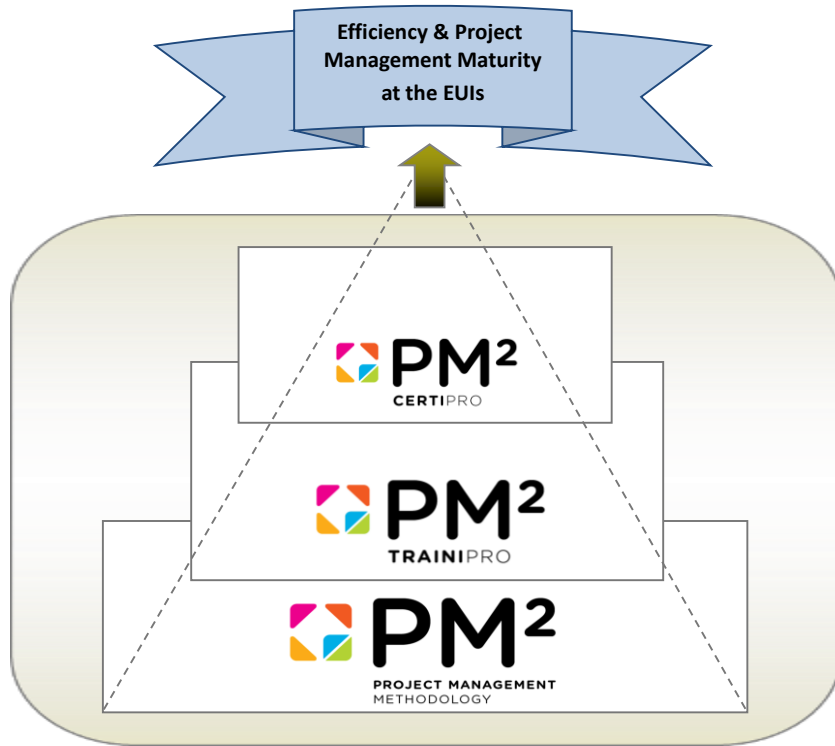
European Commission President Jean-Claude Juncker
[Speech before the European Parliament](#) on 15 July 2014, [SPEECH/14/585](#)
& Press Conference, Brussels, 10 September 2014

WHAT'S **NEXT**

PM² Facts & History



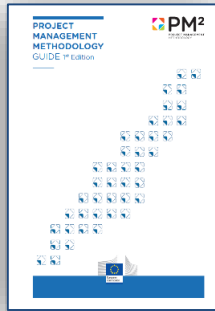
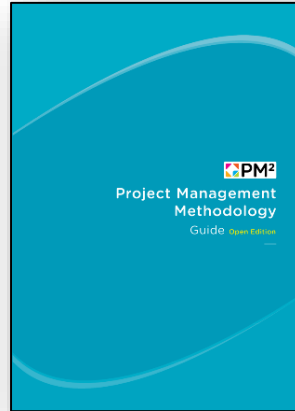
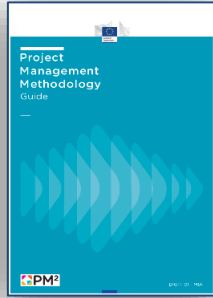
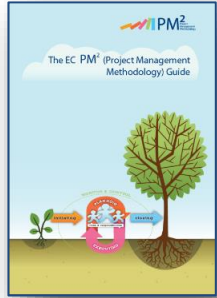
The PM² Offering



- Offer:** a high quality and complete *offering*.
- Promote:** the PM² offering throughout the EU.
- Support:** the PM² offering and its users (PSN).
- Improve:** continuously enhance the PM² *offering*.



10 Years PM² (2007 - 2017)



The Early days of PM² (2007-2012)



PM² PSN

Agile PM²

Certification

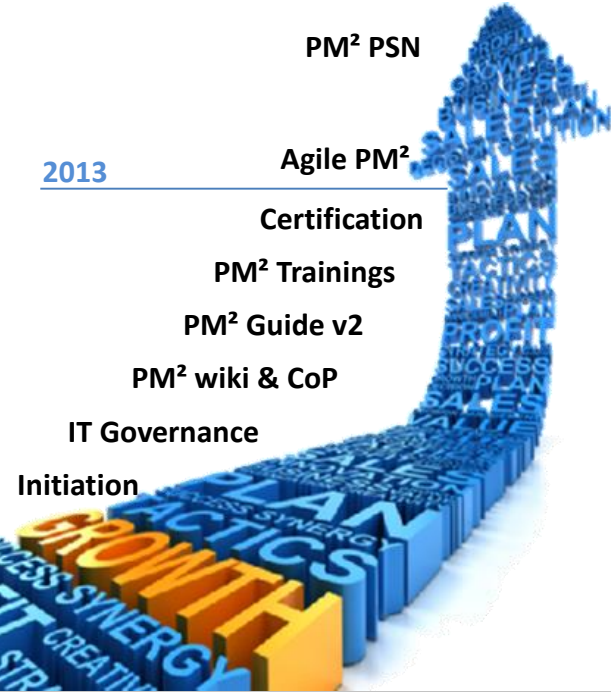
PM² Trainings

PM² Guide v2

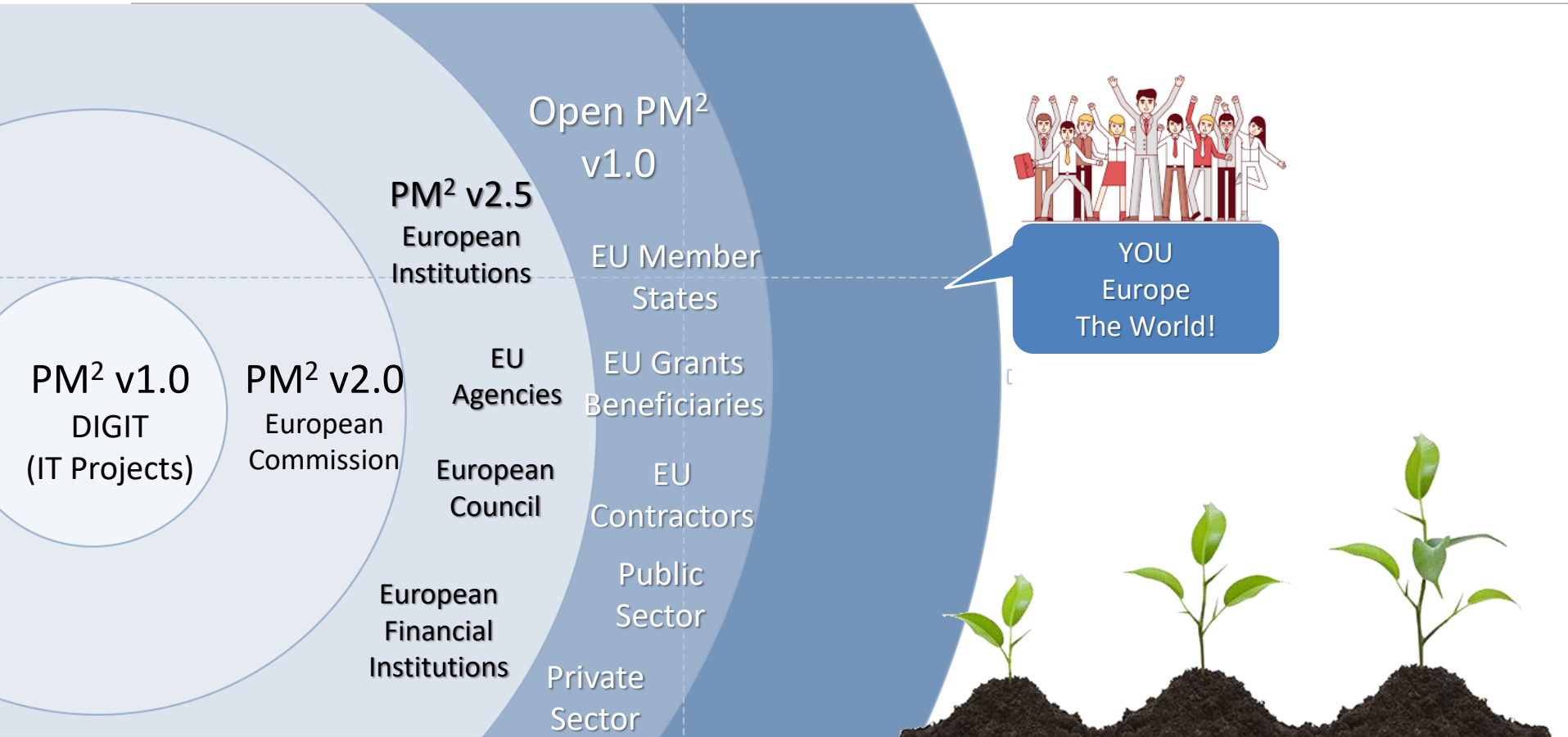
PM² wiki & CoP

IT Governance

Initiation



The Expanding Reach of PM²



CoEPM²: Methodology & Advisory Services

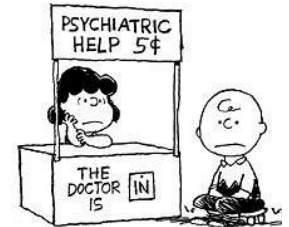
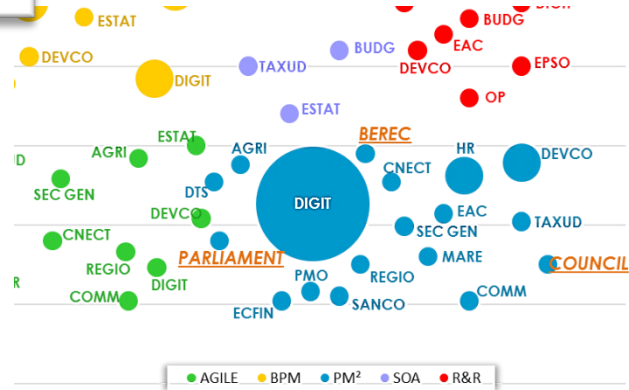


Methodology



PM² CoP

Advisory Services



The PM² Programme in Numbers



6
publications



19
courses



350
Training 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



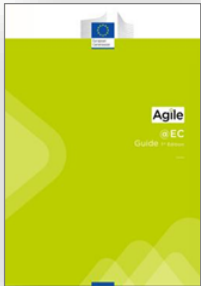
PM² Templates

PM² Tools & Techniques

RM Tools & Techniques

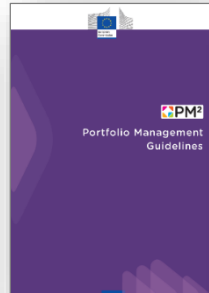
PM² Study Case

PM² Guide



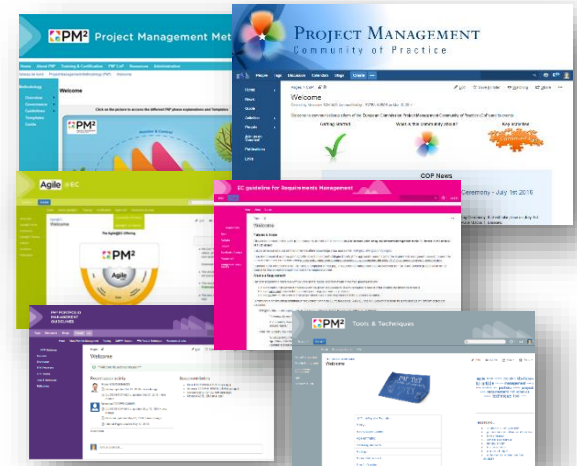
Agile PM² Guide

Agile Tools & Techniques



PPM Guide

PM² PPM Tools & Techniques

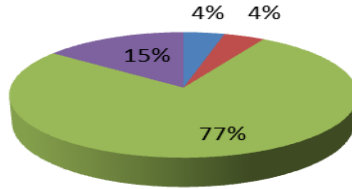


PPM Wiki

Intranet Wikis

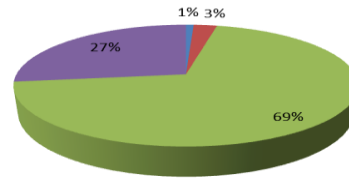
Tools Wiki

PM² Simplicity & Completeness



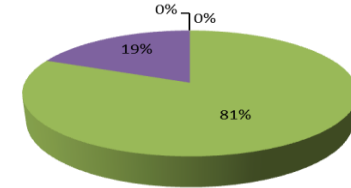
92%
Satisfaction

PM² Training & Certification



96%
Satisfaction

CoEPM² support





100%
Satisfaction




■ Satisfied ■ Dissatisfied
■ Very Satisfied ■ Very Dissatisfied

[Source]: Survey on DIGIT's Methodologies, March-2016

The PM² Certification Programme

#	CODE	COURSE TITLE	DAYS
PM² Certified			
1	PM C1	PM ² Essentials	1
2	PM C2	PM ² in Practice - Artefacts, Tools & Techniques	2
3	PM C3	Managing Risks	1
4	PM C4	Managing Requirements & Stakeholders	1
5	PM CE EXAM	PM ² Certified: Exam	-
			5
	PM CEP	PM ² 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	PM ² Practitioner: Case Assessment	-
			5
	PM PCP	PM ² Practitioner: Preparation Workshop (optional) [Ⓞ]	-

The Agile@EC Certification Programme

#	CODE	COURSE TITLE	DAYS
Agile PM² Certified			
1	PM C1	PM ² 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 PM ² Certified Exam	-
			5
6	PM ACP	Agile PM ² Certified: Prep. Workshop (optional) [Ⓞ]	-

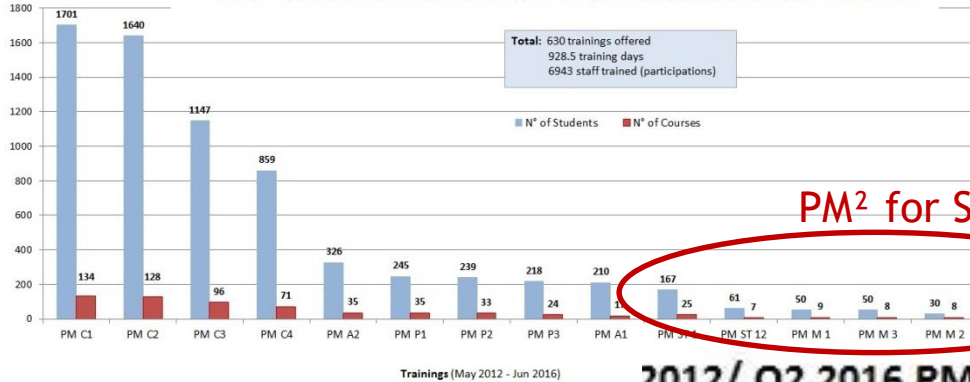
[Ⓞ] Online course



PM² Training Facts & Trends (2012-2016)

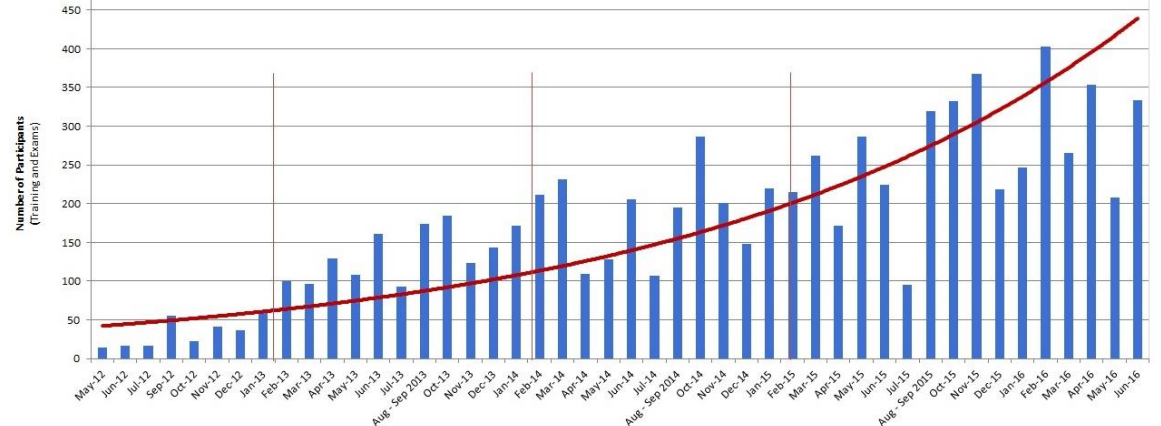


Participation at PM² Courses (2012-Q2 2016)



PM² for Senior Management

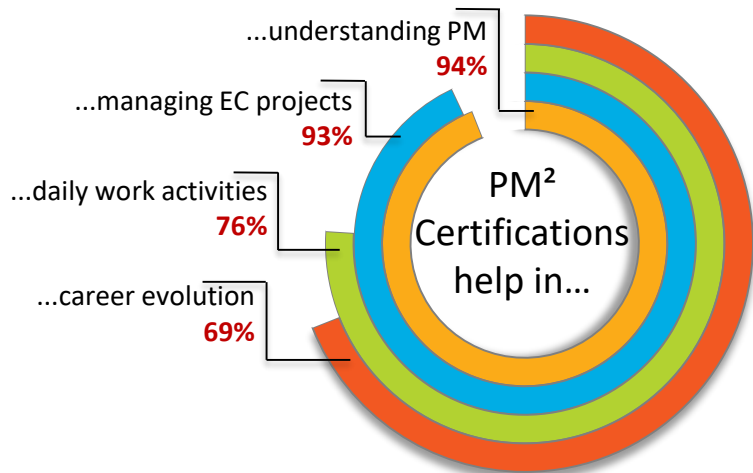
2012/ Q2 2016 PM² Training Programme Participation (per Month)



Survey: The Value of the PM² Certification

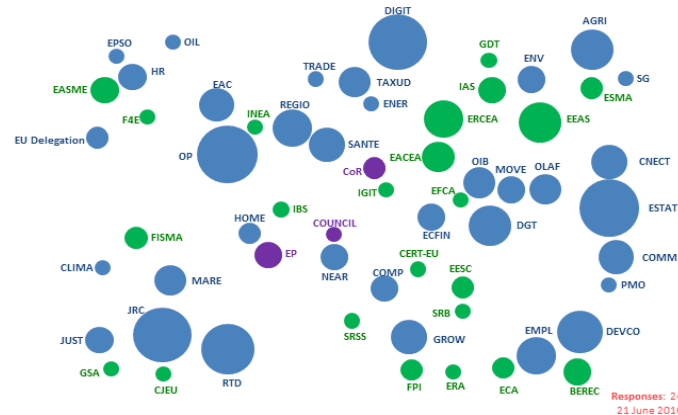


PM² Certified people believe that the PM² certification has helped them in ...



98%
would recommend
the PM² certification

95%
agree that PM²
contributes to project
success



Responses: 240
21 June 2016



PM² Certification Exam Centres



• 80% of EU Institutions have access to the PM² Training & Certification Programme

• 39 PM² Certification Exam Centres (EU-28)




 EU Institutions with access to PM² Training:

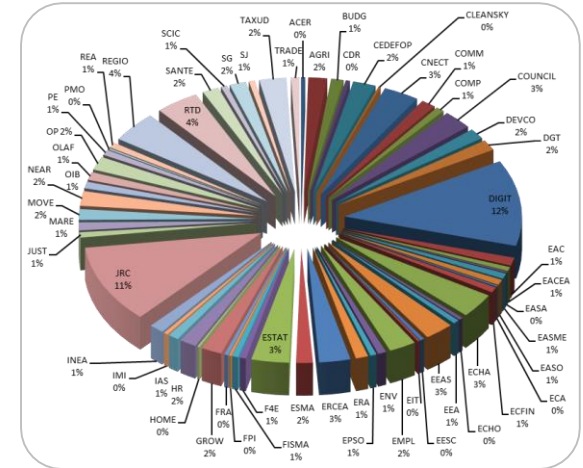
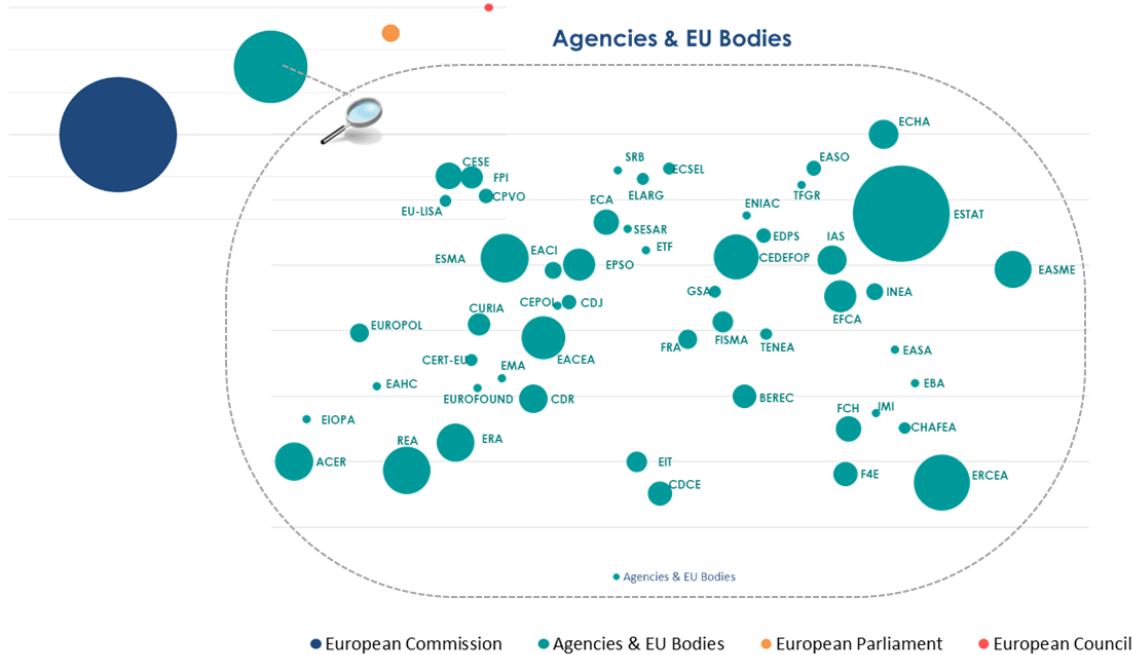
- Alicante (ES): OHM/EUIPO
- Barcelona (ES): F4E
- Bilbao (ES): EU - OSHA
- Bramshill, Hook, Hampshire (UK): CEPOL
- Brussels (BE): BBI - CLEANSKY - COUNCIL - EACEA - EASME - ECSEL JU - EDA - EDPS - EEAS - EESC - ERCEA - EURSC - FCH - IMI JU - INEA - REA - SESAR JU - SRB
- Budapest (HU): EIT
- Cologne (DE): EASA
- Dublin (IE): EUROFOUND
- Frankfurt (DE): ECB - EIOPA
- Helsinki (FI): ECHA
- Heraklion (GR): ENISA
- Lisboa (PT): EMSA
- Ljubljana (S): ACER
- Luxembourg (LU): CDT - CHAFAE - 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
- Valletta (MT): EASO
- Vigo (ES): EFCA
- Vilnius (LV): EIGE
- Warsaw (PL): FRONTX

 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 Training not yet available

EU Institutions Staff Trained & Certified in PM²



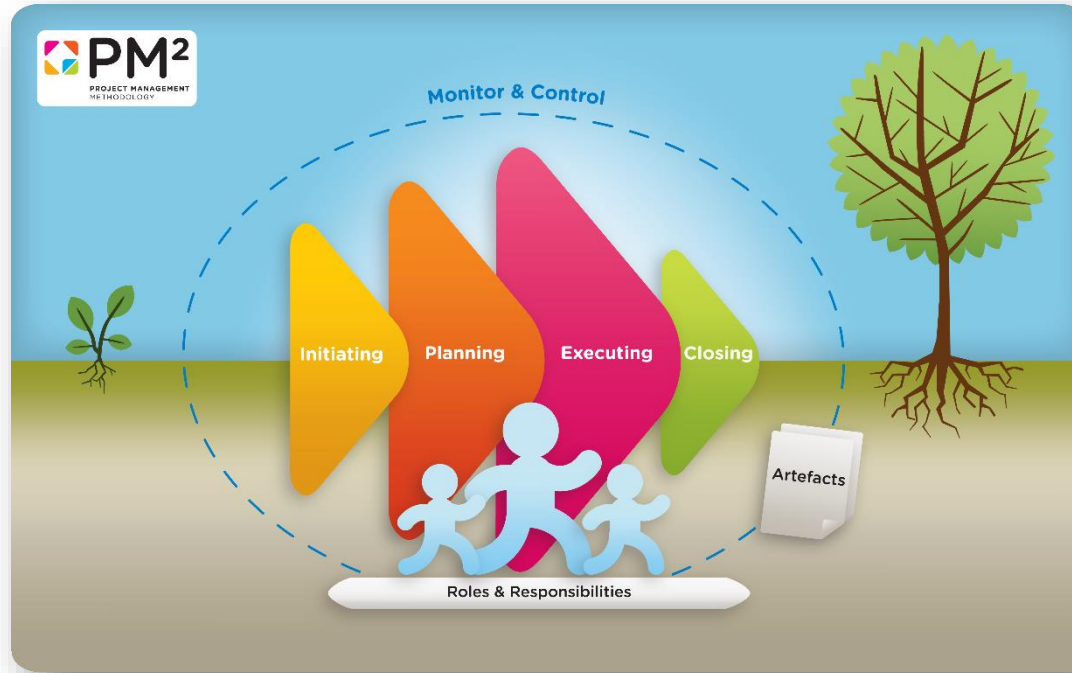
PM² Certification Awarding Ceremony & CoP



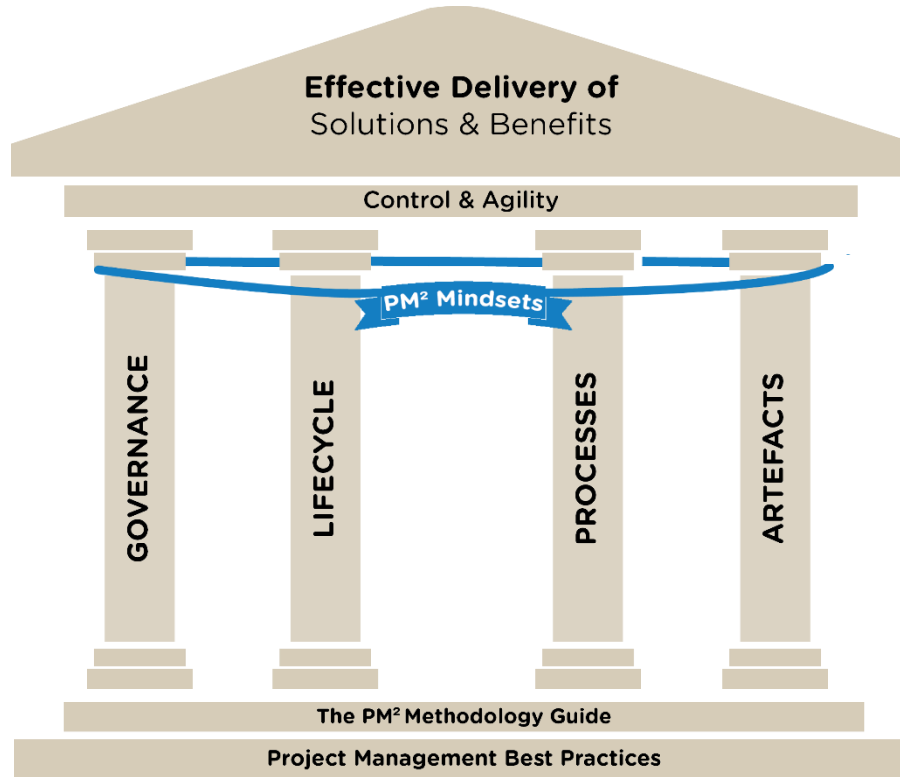
WHAT'S NEXT

About The PM² Methodology

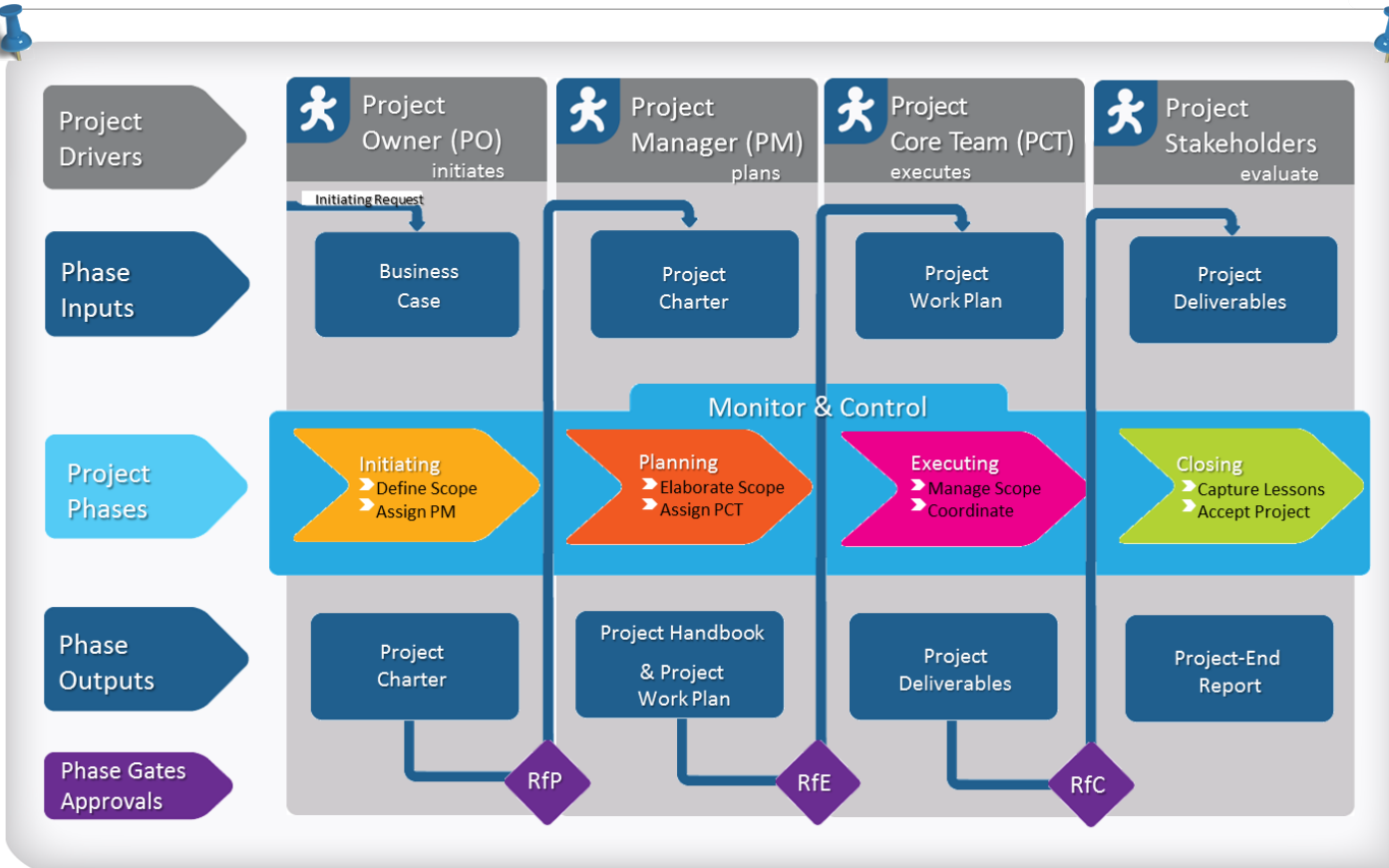




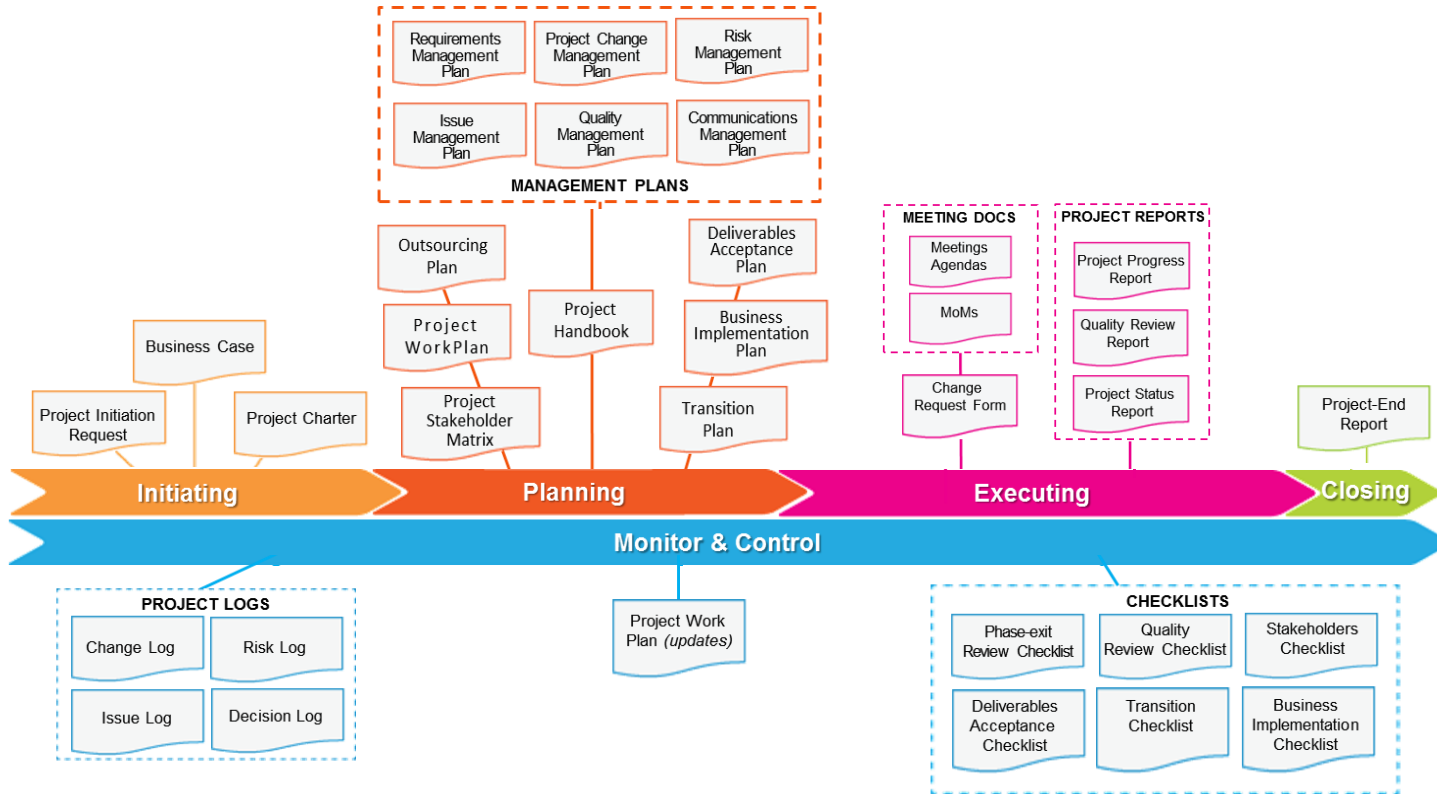
The House of PM²



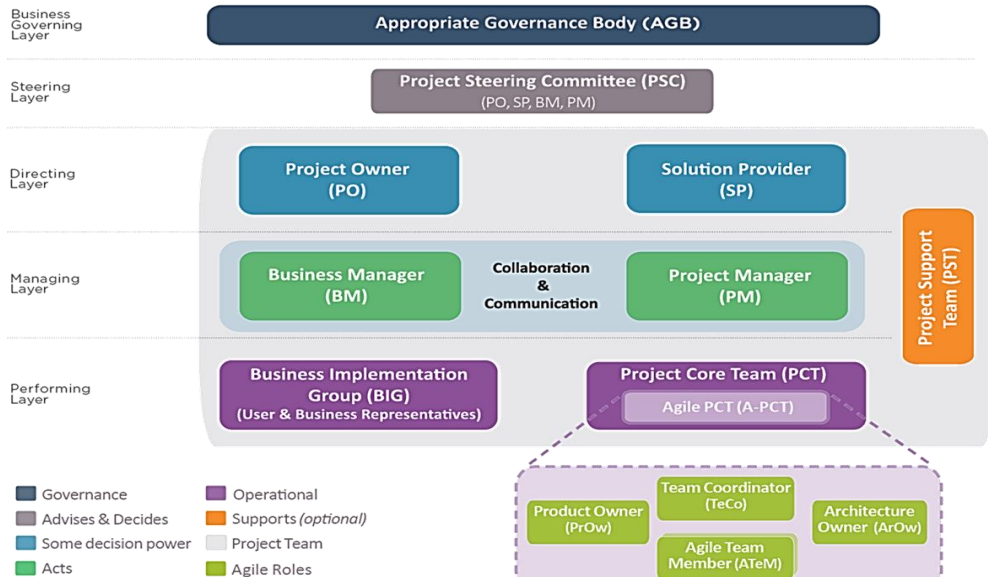
PM² Drivers, Phases, Input/Outputs



PM² Artefacts Landscape



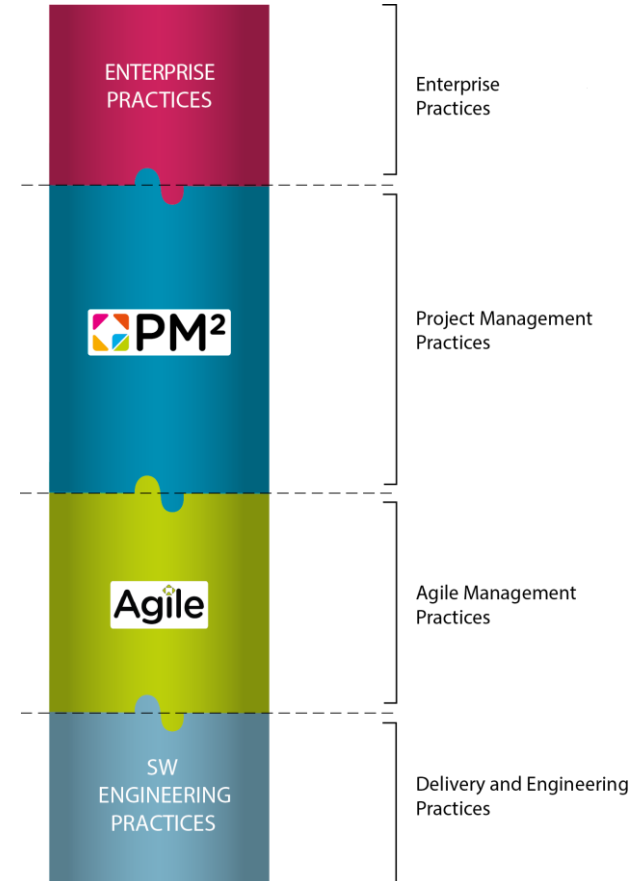
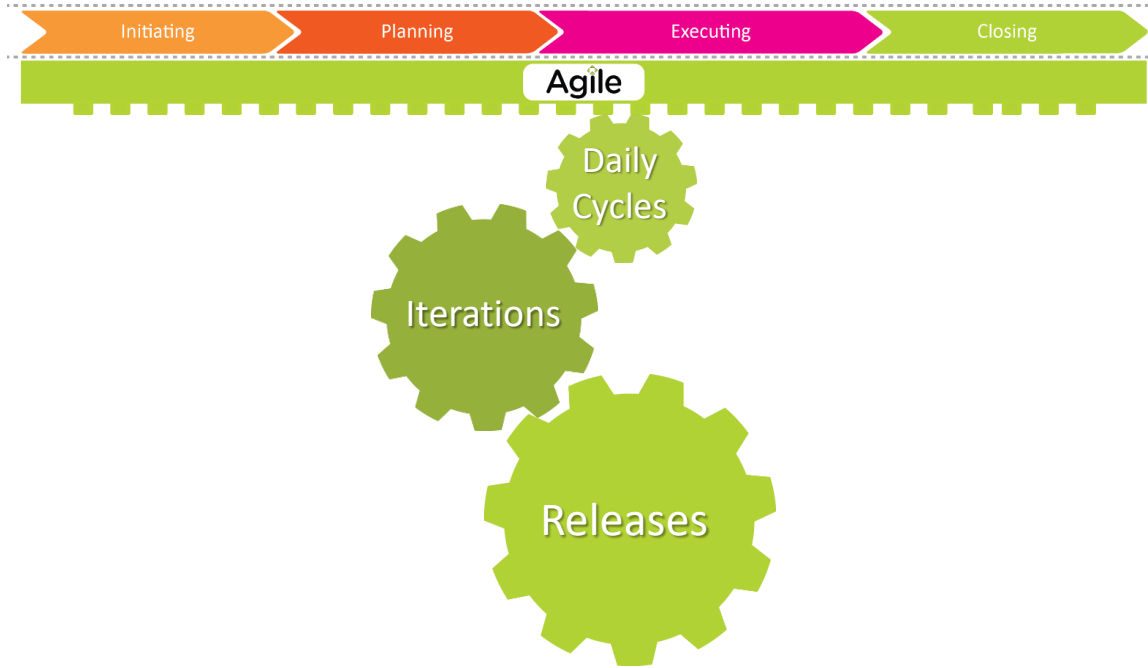
PM² Project Governance

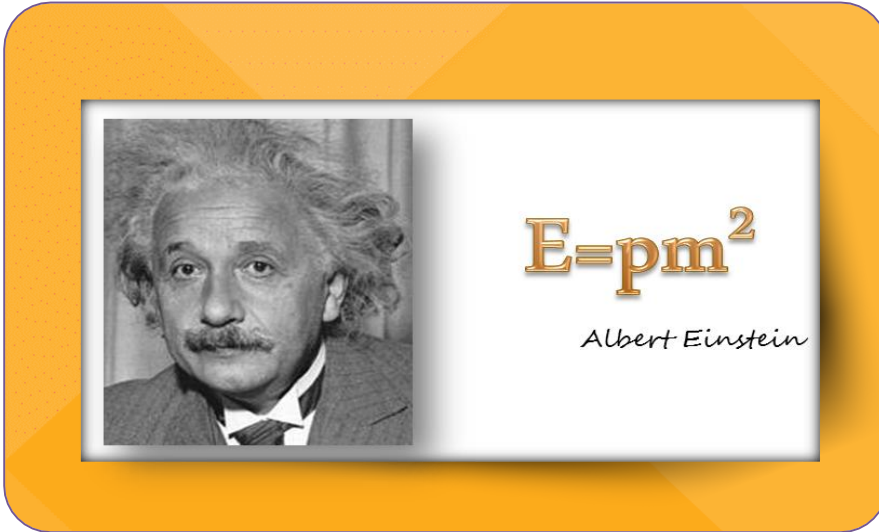


Initiating	AGB	PSC	PO	BM	UR	SP	PM	PCT
Project Initiation Request	I	n.a.	A/S	R	S/C	I	n.a.	n.a.
Business Case	I	C	A	R	C	S	S	n.a.
Project Charter	I	C	A	S	C	S	R	C
Planning	AGB	PSC	PO	BM	UR	SP	PM	PCT
Planning Kick-off Meeting	I	A	C	S	C	C	R	C
Project Handbook	I	I	A	S	C	I	R	C
Project Stakeholder Matrix	I	I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

Agile PM²

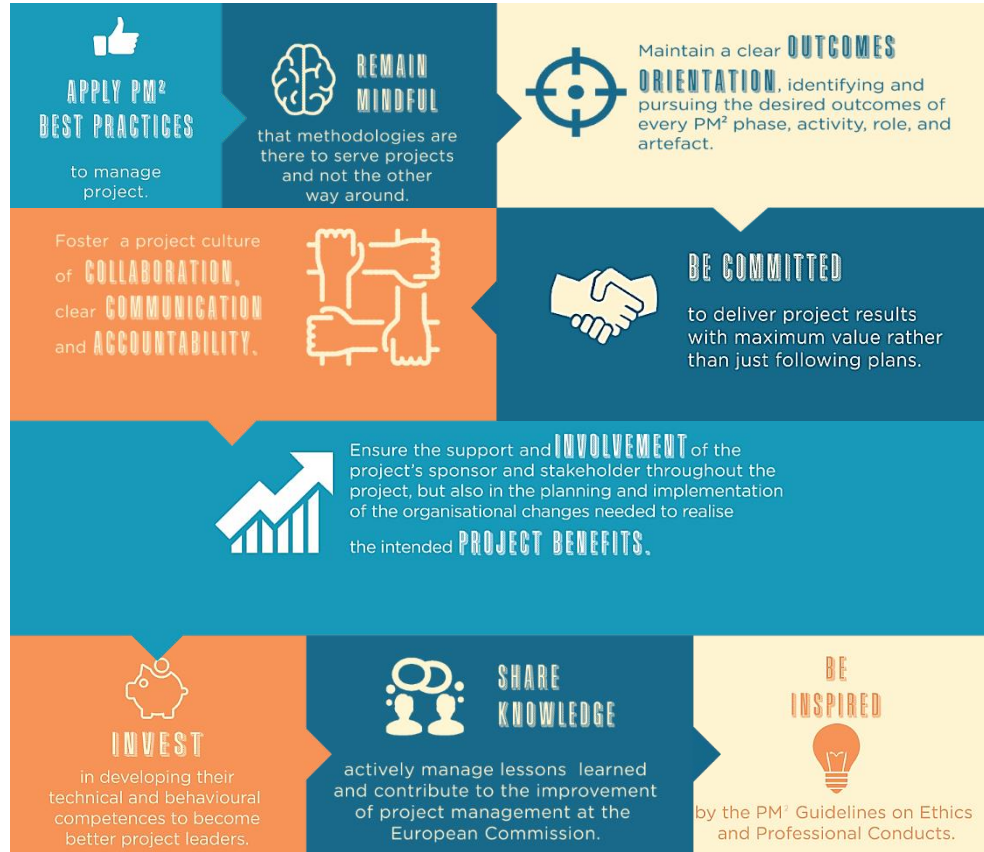




The PM² Mindsets



PM² Processes & Mindsets

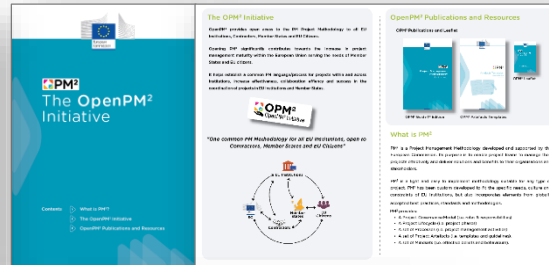


WHAT'S **NEXT**

Looking Forward



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>





Open PM² Online Resources



The screenshot shows the EU Bookshop website interface. The search results for 'PM2 Project Management Methodology Guide' are highlighted with a red circle. The text 'Most popular download!' is overlaid on the search results. The URL 'https://bookshop.europa.eu/en/pm-project-management-methodology-guide-pbN00716056/' is visible in the browser's address bar.

<https://bookshop.europa.eu/en/pm-project-management-methodology-guide-pbN00716056/>

<https://webgate.ec.europa.eu/fpfis/wikis/display/openpm2>

<http://europa.eu/!Gu76mr>

<https://joinup.ec.europa.eu/community/opm2>



*"Again my compliments for the work you have been doing in developing the guides etc. As I have been involved in developing the ISO standard for Portfolio Management and am familiar with MoP, I can **really appreciate the result** you have achieved."*



*"I recently came upon your PM² Guide and thought it was **simply incredible**. I liked your approach, how it combined both PMP and Agile frameworks into a workable business model."*

*"**We are very impressed with the PM² Methodology** and would like to understand how we can support widespread use ourselves. We are convinced we can utilize PM² at benefit in our engagements - and as **a small/medium sized company** and people network we would like to start at the earliest opportunity."*

*"I read it the PM² Guide, and let me say that if the European Commission maintains this guide for free then the **PMI is in trouble**."*



The Open PM² PSN (PM² Project Support Network)



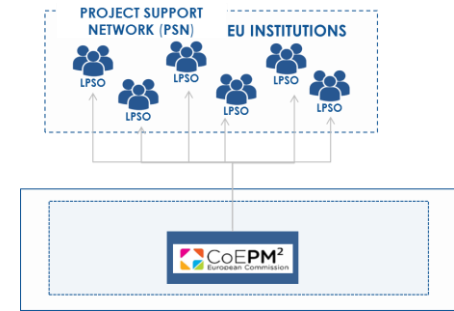
Enabling better
Project Management in the EU

Learn | Share | Participate | Evolve



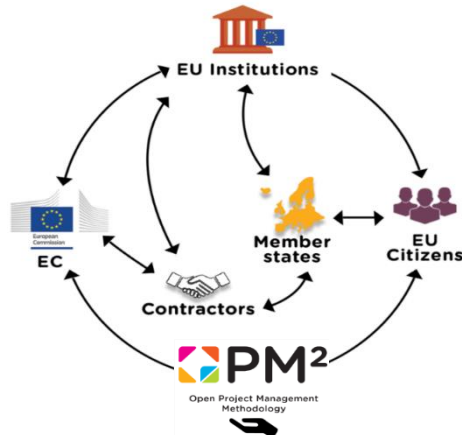
... bringing together the PM Community, to learn from each other & exchange experiences in using PM².

...and help each other deal with the challenges of performance, collaboration, engagement with stakeholders, and keeping up with the complexities of managing contractors and outsourced projects.



Enabling better Project Management in Europe!

*"One **Common** PM Methodology for all EU Institutions,
Open to Contractors, Member States and EU Citizens."*







Nicos Kourounakis

Senior Consultant, OPM²

Nicos Kourounakis is a Project Management Consultant specializing in Project Management Methodologies and Organizational Project Management Maturity. He is the Co-Author of the PM² (2012) and Agile@EC (2014) Project Management Methodologies of the European Commission.

Mr. Kourounakis has been involved in many international projects in Canada, the United States, the United Kingdom, Ireland, Belgium, Austria and Greece, working both with large organizations and with smaller ventures and start-ups.

Mr. Kourounakis also has several years of experience in training and public speaking. As an Adjunct Professor at the Professional MBA program of the Hellenic American University in Athens, Greece, he has taught courses and delivered seminars in Project Management, Portfolio Management, Operations & Supply Chain Management and Management of Information Systems.

He has also been involved with PMI both as a speaker at the 2011 PMI Global Project Management Congress in Dublin, as a Keynote speaker at the PMI BeLux Congress (2013), and as an elected Vice President of the Board of Directors of the PMI Chapter in Athens, Greece (2008-2010).

Mr. Kourounakis holds an MBA from McGill University, Montreal, Canada, a MASc in Electrical Engineering from the University of Victoria, Canada, and a BSc in Physics from the Aristotle University of Thessaloniki, Greece. Nicos is also one of the first 100 professionals to be certified in PMI's Organizational Project Management Maturity (OPM³), a PMI certified Project Management Professional (PMP) Certification, PRINCE2, IPMA-D, and PM² Practitioner.

<http://www.linkedin.com/in/NicosKourounakis>