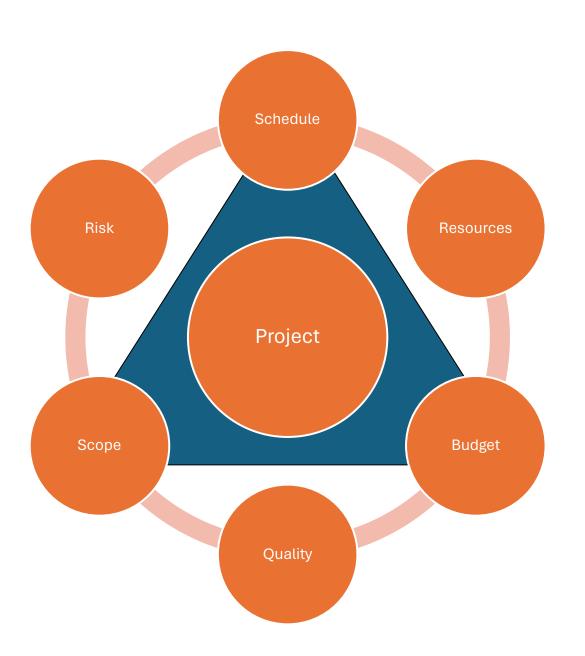


**IMAGES** 

Portfolio, programme, project **Main Artefacts** relationship **Business** Strategy Implementation Strategy **Strategic Planning** Plan **Strategic Objectives** Portfolio Analysis Operations Reports Portfolio Management (Everyday Work) **Business** Case Project Programme Management Charter **Progress** Reports Project **Project Management** Plans Executing Monitor & Control



# The Triple Constraint or "Iron

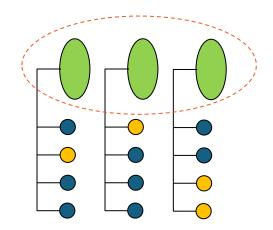
Triangle of scope are interdependent. You cannot stretch one dimension without affecting the others Scope Budget Scope **Budget** Time Time Scope **Budget** Time



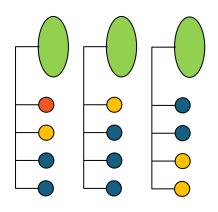
Functional (line manager)

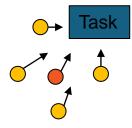
Project manager

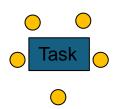
Project staff











#### Functional

Branches are isolated. Project coordination is shared across functional managers. E.g. Public organisations, administrations...

## Projectized

Project manager has full authority over project team. E.g. Solution providers, consulting firms...

### Matrix

Project staff share functional duties with project activities. E.g. Most private organisations operate here...

## Fluid

Project teams formed in an ad-hoc way when activities arrive and disband shortly after. E.g. High maturity organisations.

## Holonic

Autonomous and selforganised project teams.

E.g. Agile companies.

# Performance in projects

	Functional	Weak Matrix	Balanced	Strong Matrix	Projectized	Fluid	Holonic
Project manager's authority	Little or none	Low	Low to moderate	Moderate to high	High	High	N/A
Resource availability	Little or none	Low	Low to moderate	Moderate to high	High	High	High
Budget responsibility	Functional manager	Functional manager	Mixed	Project manager	Project manager	Project manager	Project manager
Project manager's role	Part-time if any	Part-time Full-time	Full-time	Full-time	Full-time	Full-time	Full-time
Project staff	Part-time	Part-time	Part-time or full- time	Full-time	Full-time	Full-time	Full-time

Higher risk of failure Lower risk of failure

## The Dreyfus model of skill acquisition

#### **Novice**

- Rigid adherence to taught rules or plans
- No exercise of discretionary judgment

## Advanced beginner

- Limited situational perception
- All aspects of work treated separately with equal importance

#### Competent

- Coping with multiple activities and information
- Some perception of actions in relation to goals
- Deliberate planning
- Formulate routines

#### Proficient

- Holistic view of situation
- Prioritises importance of aspects
- Perceives deviations from normal patterns
- Employs principles for guidance to adapt to situation at hand

#### Expert

- Transcends reliance on rules, guidelines and principles
- Intuitive grasp of situation based on deep understanding
- Has a vision of what is possible
- Uses an analytical approach in new situations

**-**



	Outputs	Outcomes	Benefits
Measure	Easy	Average	Complex
Cost to measure	Low	Mid to high	Expensive
Relevant to	Project manager (PM)	Users (UR)	Project owner (PO)



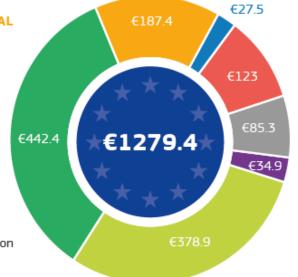
#### I. SINGLE MARKET, INNOVATION AND DIGITAL €187.4

- 1 Research and Innovation
- 2 European Strategic Investments
- 3 Single Market
- 4 Space



## II. COHESION AND VALUES €442.4

- 5 Regional Development and Cohesion
- 6 Economic and Monetary Union
- 7 Investing in People, Social Cohesion and Values





- 12 Security
- 13 Defence
- 14 Crisis Response



#### VI. NEIGHBOURHOOD AND THE WORLD €123

- 15 External Action
- 16 Pre-Accession Assistance



#### III. NATURAL RESOURCES AND ENVIRONMENT €378.9

- 8 Agriculture and Maritime Policy
- 9 Environment and Climate Action



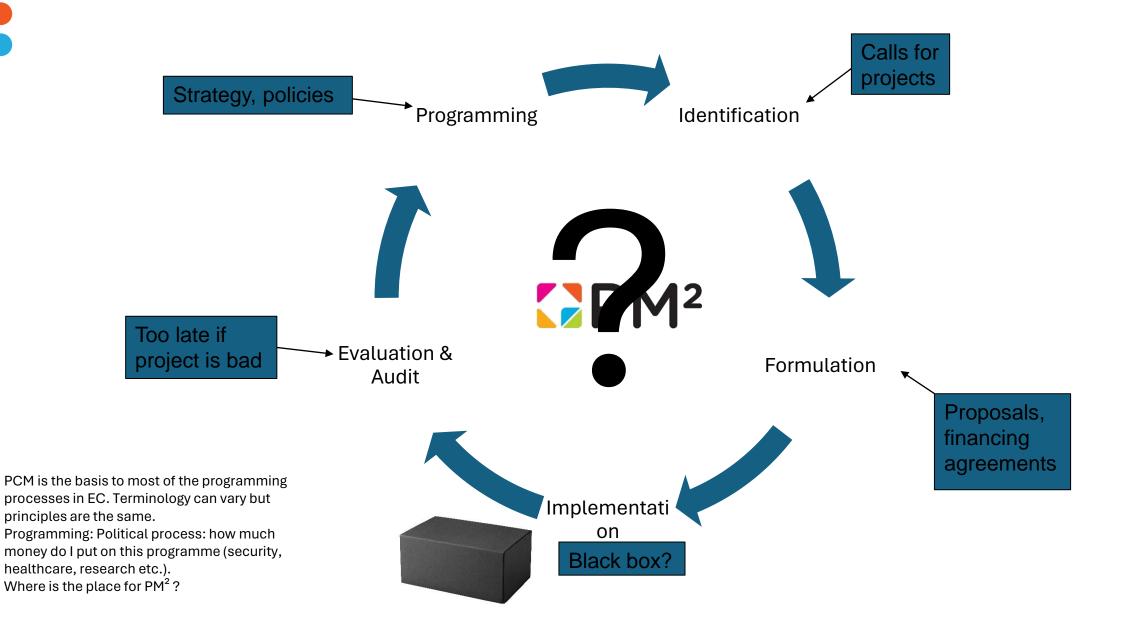
IV. MIGRATION AND BORDER MANAGEMENT

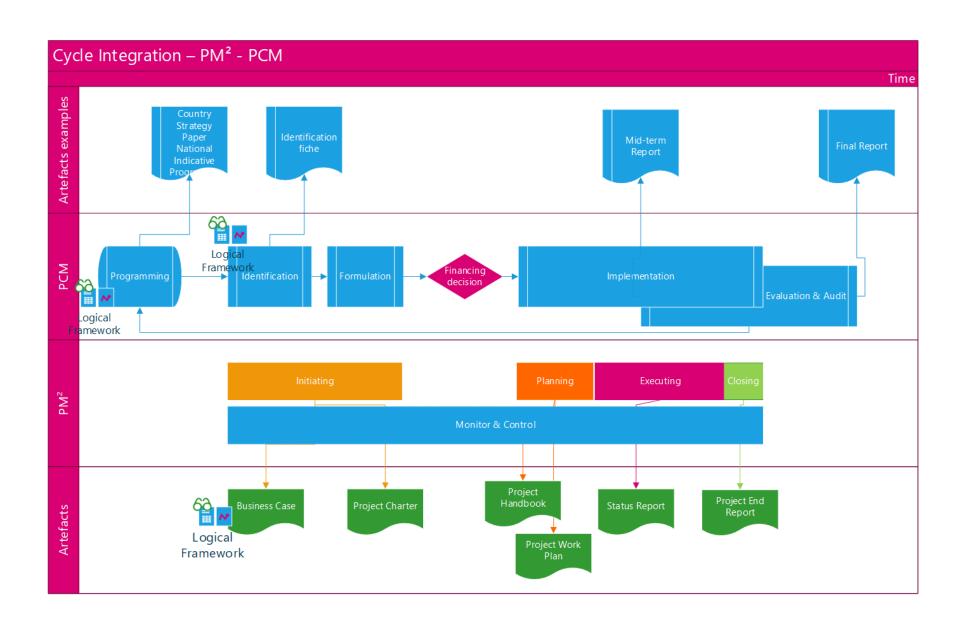
- 10 Migration
- 11 Border Management



VII. EUROPEAN PUBLIC ADMINISTRATION €85.3

17 European Public Administration





## PM<sup>2</sup> GROUP v1.0

PM<sup>2</sup> v2.5 European

Institutions

EU Member States

PM<sup>2</sup> v1.0 DIGIT (IT Projects) PM<sup>2</sup> v2.0 European Commission **EU** Agencies

EU Grants
Beneficiaries

Col

European Council

EU Contractors

Public Sector

European Financial Institutions

**Private Sector** 





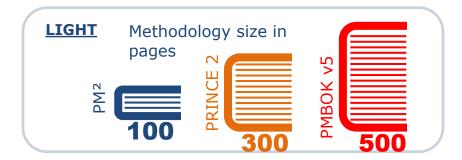
Europe & the World





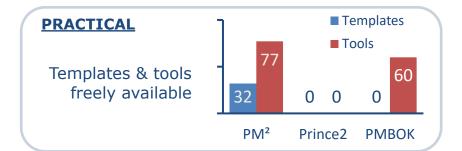


V3.0 European



#### **EU FOCUSED**

Custom-made based on EU experience European vocabulary Governance model for administrations



## INEXPENSIVE $0 \in 0 = 0 = 0$

Open-source material No community fees Free access to all publications

**SIMPLE** 

Management

48 30 processes PMBOK PM<sup>2</sup> PRINCE2

Best practices from Prince2/PMBOK/IPMA → Easy transition to PM<sup>2</sup> Embedded customisation guidelines

#### **EVOLUTIVE**

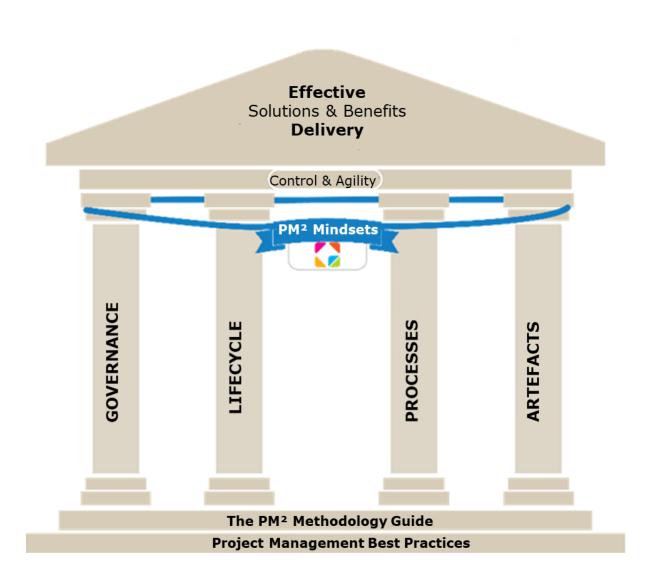
Domain & tool agnostic Regular revision cycle Integration with PPM\* and Agile\*

Programme & Portfolio Mgt







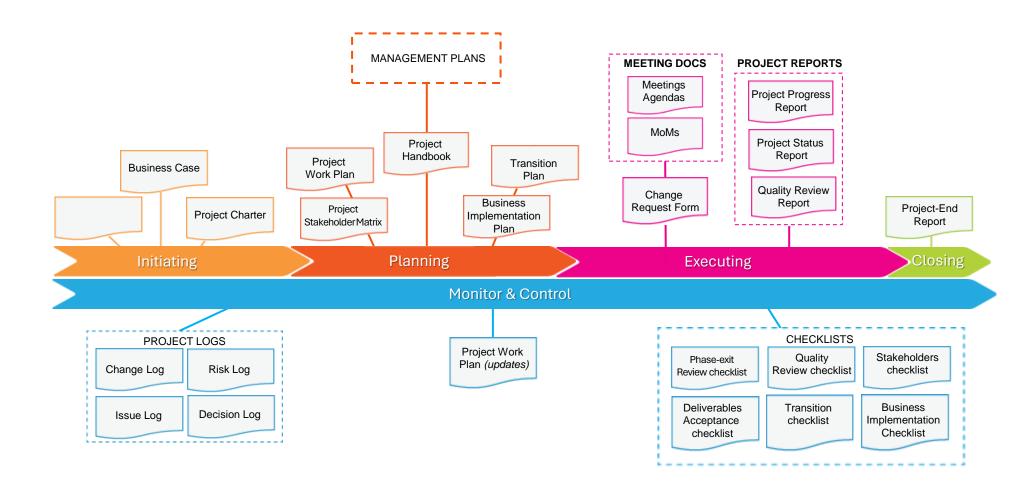


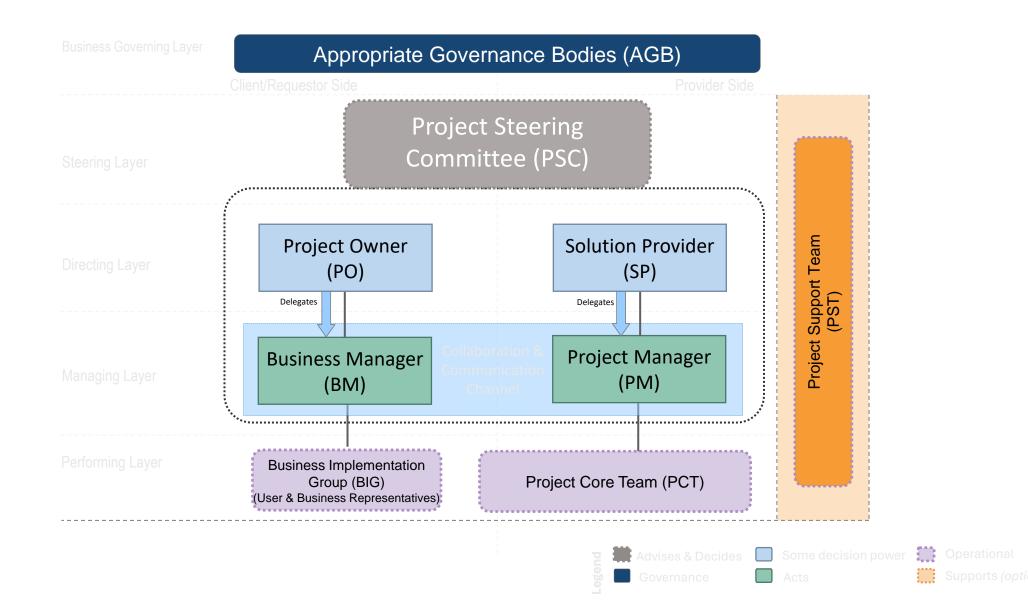
P	M <sup>2</sup> Phases	Description					
1	Initiating	Get the project off to a good start.					
2	Planning	Define products, verify the Business Case, plan work					
3	Executing	Create the project's products.					
4	Closing	User acceptance, handover to maintenance					

**Monitor & Control:** The Project Manager (PM) monitors & controls the work, risks, issues, quality, etc. throughout the whole project lifecycle.

,	Initiating		Planning		Executing	Closing
	Monitor & Control					

#### **Planning** Closing **Initiating Executing** - Document the idea/need Organise a Kick-off Meeting - Organise a Kick-off Meeting - Organise a Project-End Review - Identify key stakeholders - Tailor the PM<sup>2</sup> process - Coordinate project execution Meeting (and their needs) - Assign Roles & Responsibilities - Conduct Meetings - Capture lessons learned and post-- Create a business justification Elaborate Project Scope - Assure Quality project recommendations Develop work breakdown & project - Create Project reports for the project - Get final project acceptance - Define the project scope and schedule - Distribute information - Release project resources organisation Develop Project Plans Ensure deliverables acceptance - Archive project information Distribute Plans to Stakeholders Executing Kick-Off/MoM ☐ Planning Kick-off/MoM ☐ Project-End Review Agenda/ MoM ☐ Project Initiation Request ☐ Project Handbook Project-End Report ☐ Business Case ☐ Project Progress Report - Lessons Learned - Roles & responsibilities Project Charter ☐ Project Status Reports - Best Practices - Management plans Project Logs (setup). ☐ Quality Review Report - Post Project Recommendations - Requirements management ☐ Change Requests Project Acceptance Note Artefacts ☐ Project Stakeholder Matrix ☐ Deliverables Acceptance Note ☐ Project Work Plan ☐ Transition Plan Business Implementation Plan RfC Ready for Planning Ready for Executing Ready for Closing Monitor & Control Regularly updated Checklists - Monitor Project Performance ☐ Risk Log - Manage Issues and Decisions ☐ Phase-exit Review Checklist - Control Schedule - Manage Stakeholders Issue Log ☐ Quality Review Checklist - Control Cost - Manage Deliverables Acceptance ☐ Decision Log ☐ Deliverables Acceptance Checklist Manage Quality - Manage Transition ☐ Change Log ₹ - Manage Project Change ☐ Transition Checklist - Manage Business Implementation - Manage Risks ☐ Project Work Plan Business Implementation Checklist - Manage Outsourcing - Manage Requirements ☐ Requirements Document Stakeholder Checklist





weak strong

#### Causes:

- Position preferred over role
- Role assumed by a whole department
- No named individual
- One person having multiple roles
- Governance not approved/recognised by AGBs, not aligned with organisation

- Strong Project Owner position and engagement
- One role = one (named) person
- Clear roles definition
- Roles & responsibilities communicated and accepted
- Alignment with organisation's governance

#### Consequences:

- Delays in decision making
- Lack of management engagement
- Poor accountability
- Conflicts of interest
- Poor project performance

- Clarity in roles & responsibilities
- Management engagement & support
- Swift decision making
- Strength of decisions, high compliance
- Good project performance

## Conflicts of perspective and priorities

## **Business Manager**

## **Project Manager**

- 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



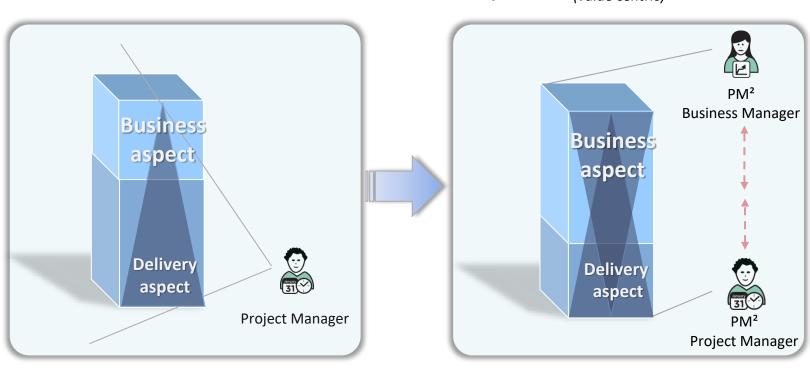
- Part of the PSC
- Common mindset
- RASCI: **R/S/C**
- "One" team

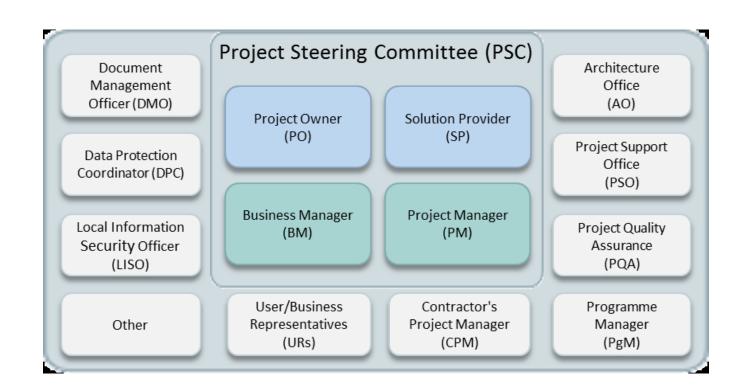
## Pure project perspective

(work-centric)

## Holistic view

(value centric)





Initiating	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Project Initiation Request	- 1	n.a.	A/S	R	s/c	I	n.a.	n.a.
Business Case	1	С	Α	R	С	S	S	n.a.
Project Charter	- 1	Α	С	S	С	S	R	С
Planning	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Planning Kick-off Meeting	I	Α	С	S	С	С	R	С
Project Handbook	1	ı	Α	S	С	I	R	С
Project Stakeholder Matrix	- 1	I	Α	S	С	I	R	С
Project Work Plan	- 1	Α	С	s/c	С	С	R	S/C
Outsourcing Plan	Α	С	С	С	I	S	R	- 1
Deliverables Acceptance Plan	- 1	Α	С	S	I	С	R	С
Transition Plan	- 1	Α	С	С	С	С	R	С
Business Implementation Plan	- 1	ı	Α	R	С	I	S	- 1
Management Plans								
Requirements Management Plan	- 1	I	Α	С	С	I	R	S
Project Change Management Plan	1	ı	Α	С	ı	ı	R	- 1
Risk Management Plan	1	С	Α	С	- 1	ı	R	- 1
Issue Management Plan	- 1	- 1	Α	С	С	ı	R	С
Quality Management Plan	- 1	Α	С	С	С	С	R	С
Communications Management Plan	1	Т	Α	S	С	1	R	С
Executing	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Executing Kick-off Meeting	ı	Α	С	s/c	С	С	R	С
Project Coordination	1	ı	Α	5	ı	I	R	- 1
Quality Assurance	- 1	ı	I	S	С	I	Α	R
Project Reporting	1	- 1	Α	s/c	I/C	I/C	R	С
Information Distribution			-	_	1	1		С
		1	Α	С			R	
Monitor & Control	AGB	PSC	PO	BM	BIG	SP	PM	PCT
Monitor & Control  Monitor Project Performance	-	-		_	-	-		<b>PCT</b>
	AGB	PSC	РО	ВМ	BIG	SP	PM	
Monitor Project Performance	AGB I	PSC I	PO A	<b>BM</b> C	BIG C	SP I	PM R	С
Monitor Project Performance Control Schedule	AGB I	PSC I	PO A A	BM C C	BIG C C	SP I	PM R R	C C
Monitor Project Performance Control Schedule Control Cost	AGB I I	PSC I I	PO A A A	BM C C	BIG C C	SP I I	PM R R R	C C
Monitor Project Performance Control Schedule Control Cost Manage Stakeholders	AGB I I I	PSC I I I	A A A A	BM C C C C	BIG C C C	SP I I C	PM R R R	C C C
Monitor Project Performance Control Schedule Control Cost Manage Stakeholders Manage Requirements	AGB I I I I I	PSC I I I I	PO A A A A	BM C C C C S/C	BIG C C C	SP I I C I	PM R R R R	C C C
Monitor Project Performance Control Schedule Control Cost Manage Stakeholders Manage Requirements Manage Project Changes	AGB	PSC I I I C	PO A A A A A	BM	BIG C C C I	I	PM R R R R R	C C C I S C
Monitor Project Performance Control Schedule Control Cost Manage Stakeholders Manage Requirements Manage Project Changes Manage Risks	AGB	PSC I I I C C	PO A A A A A A	BM	BIG C C C I C	SP	PM R R R R R R	C C C S C C
Monitor Project Performance Control Schedule Control Cost Manage Stakeholders Manage Requirements Manage Project Changes Manage Risks Manage Issues & Decisions	AGB	PSC I I I C C I	PO A A A A A A A	BM	BIG C C C I C	SP	PM R R R R R R	C C C C C
Monitor Project Performance Control Schedule Control Cost Manage Stakeholders Manage Requirements Manage Project Changes Manage Risks Manage Issues & Decisions Manage Quality	AGB	PSC  1  1  1  1  C  C  1	PO A A A A A A A A I	BM C C C S/C C S S/C S/C S S/C	BIG C C C I C C C C C C C C C C C C C C C	SP	PM R R R R R R R	C C C C C C C
Monitor Project Performance Control Schedule Control Cost Manage Stakeholders Manage Requirements Manage Project Changes Manage Risks Manage Issues & Decisions Manage Quality Manage Deliverables Acceptance	AGB	PSC  1  1  1  1  C  C  1  1  1	PO A A A A A A A A A A A A A A A A A A A	BM	BIG C C C I C I C C C C	SP	PM R R R R R R R R	C C C C C C
Monitor Project Performance Control Schedule Control Cost Manage Stakeholders Manage Requirements Manage Project Changes Manage Risks Manage Issues & Decisions Manage Quality Manage Deliverables Acceptance Manage Business Implementation	AGB  1  1  1  1  1  1  1  1  1  1  1  1  1	PSC  1  1  1  1  C  C  1  1  1  1  1  1  1	A A A A A A A A A A A A	BM C C C S/C C S S/C S S/C S S/C S R	BIG C C C C I C C C C C C C C C C C C C C	SP	PM R R R R R R R R R R S	C C C C C C I
Monitor Project Performance Control Schedule Control Cost Manage Stakeholders Manage Requirements Manage Project Changes Manage Risks Manage Issues & Decisions Manage Quality Manage Deliverables Acceptance Manage Business Implementation Manage Transition	AGB  1  1  1  1  1  1  1  1  1  1  1  1  1	PSC  1  1  1  1  C  C  1  1  1  A	A A A A A A A C	BM C C C S/C C S S/C S S/C S S/C S R C C	BIG C C C I C C C C C C C C C C	SP	PM R R R R R R R R R R R R	C C C C C C C C C C C C C C C C C C C
Monitor Project Performance Control Schedule Control Cost Manage Stakeholders Manage Requirements Manage Project Changes Manage Risks Manage Issues & Decisions Manage Quality Manage Deliverables Acceptance Manage Business Implementation Manage Transition Manage Outsourcing Closing	AGB  1  1  1  1  1  1  1  1  1  1  1  A	PSC  1  1  1  1  C  C  1  1  1  A  C	A A A A A A A C C C	BM	BIG   C   C   C   C   C   C   C   C   C	SP	PM R R R R R R R R R R R	C C C C C C C I I C I I
Monitor Project Performance Control Schedule Control Cost Manage Stakeholders Manage Requirements Manage Project Changes Manage Risks Manage Issues & Decisions Manage Quality Manage Deliverables Acceptance Manage Business Implementation Manage Outsourcing	AGB	PSC	PO A A A A A A A C C PO	BM	BIG   C   C   C   C   C   C   C   C   C	SP	PM R R R R R R R R R R R R R	C C C C C C C C C C C C C C C C C C C

#### **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)

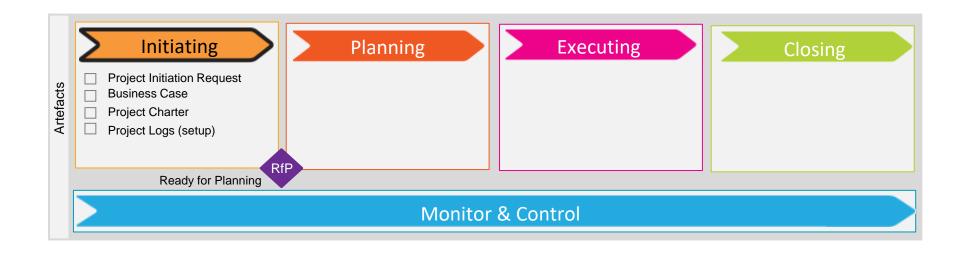
**PCT** (Project Core Team)

#### The RASCI matrix is...

- Only a suggestion, it must be adapted/tailored to the project
- A good suggestion though!
- PM<sup>2</sup>'s best seller: a great way to start introducing PM<sup>2</sup> in your projects.
- Approved by the PO, often as part of the Project Handbook (see the Planning Phase).
- Communicated, otherwise it is useless.

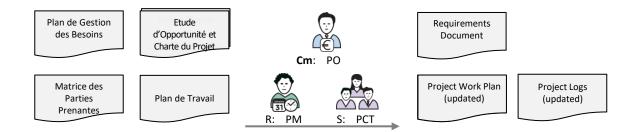
#### Tips

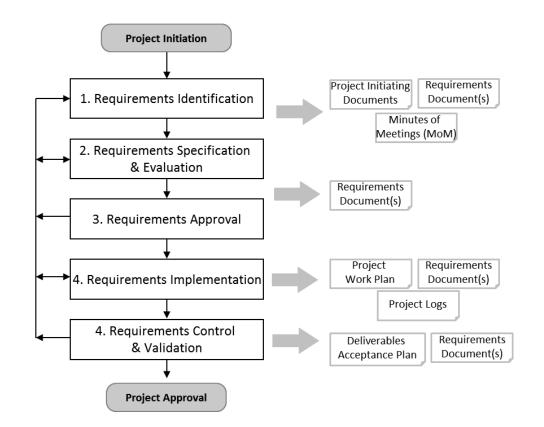
PM<sup>2</sup> is a non-violent methodology (!): it does not force anyone to do anything but only suggests, proposes. Sometime these are strong suggestions, but if you already have an existing process or artefact in place that works well, don't change it.



## Purpose

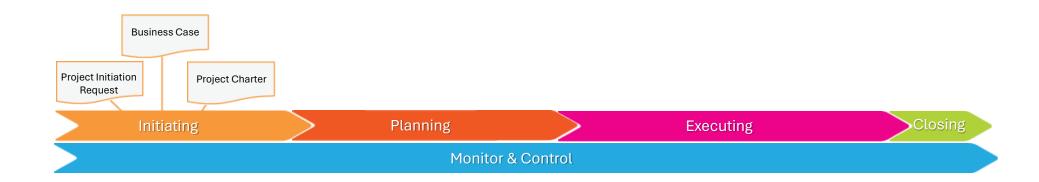
Gather, document, validate requirements and control their implementation and change.

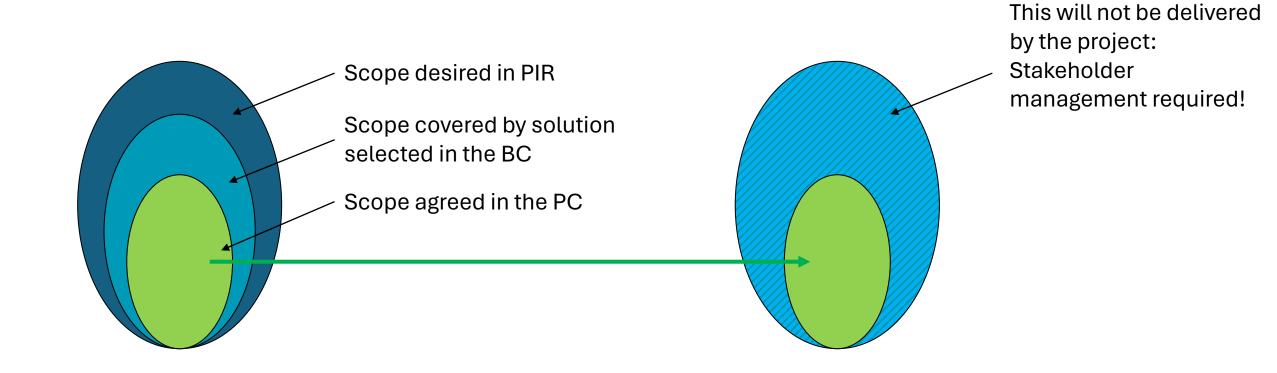


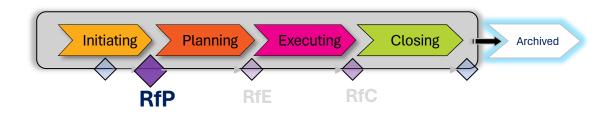


## RASCI

RAM (RASCI)	AGB	PSC	РО	ВМ	UR	SP	PM	PCT
Manage Requirements	I	I	Α	С	С	ı	R	S





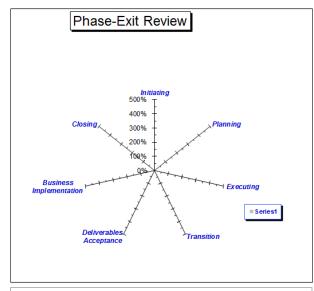


	Phase-Exit Review		
DG / Unit:	<name and="" dg="" for="" of="" project.="" responsible="" the="" unit=""></name>		
Project Name:	<name of="" project.="" the=""></name>		
Project Owner:	<name of="" owner.="" project="" the=""></name>		
Business Manager:	<name business="" manager.="" of="" the=""></name>		
Solution Provider:	<name of="" provider.="" solution="" the=""></name>		
Project Manager:	<name manager.="" of="" project="" the=""></name>		
Reviewer Name:	<name of="" performing="" person="" quality="" review.="" the=""></name>		
Review Date:	<dd mm="" yyyy=""></dd>		
Overall Compliance (%)	0.00		
verall Phase-Exit Review	5.1		
Status:	Red		

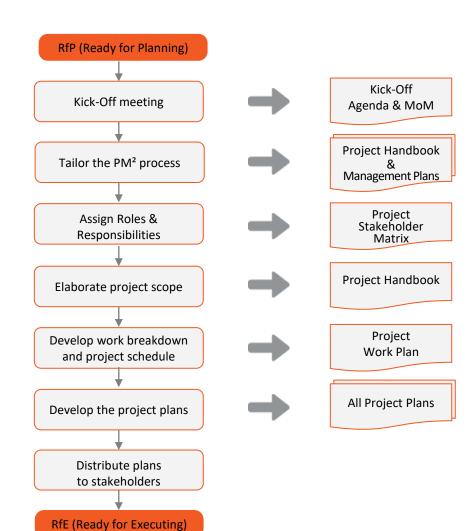
Area	Phase-Exit Review Status	Overal % of Compliance	Date	Already performed?
Initiating		0%	11/07/2013	No
Planning		0%		No
Executing		0%		No
Transition		0%		No
Deliverables Acceptance		0%		No
Business Implementation		0%		No
Closing		0%		No

	Scoring Guidelines:					
0	Nothing done, no results, no process in place or "No" to Yes/No question					
1	Work started in this area, but major improvement required					
2	Some work done in this area, some results achieved, but needs some improvement					
3	Meets requirements and expectations, no significant problems, or Yes for Y/N question					
4	Above average results & process in place, well managed & executed					
5	Exceptional results, "best in class". Material that can be referenced.					
	* NOTE - Where the answer to a Y/N question	is "yes", it, or its results, should be presented for the reviewer.				

Overall Assessment Key:	
RED	Critical /significant issues or major process non-compliance
YELLOW	Unless immediate action is taken, project may become red
GREEN	No significant non-compliance foreseeable at this time

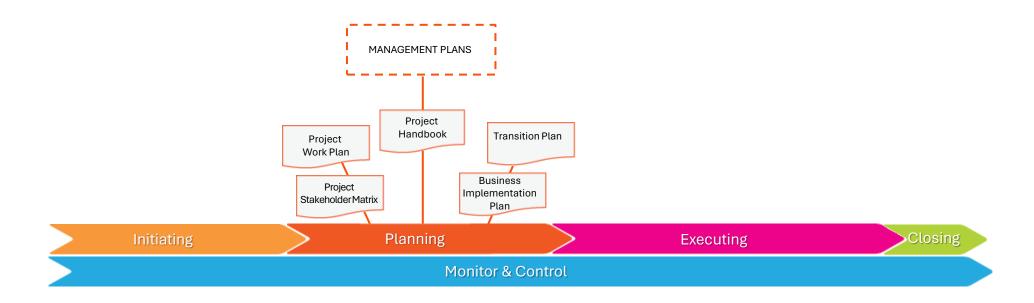


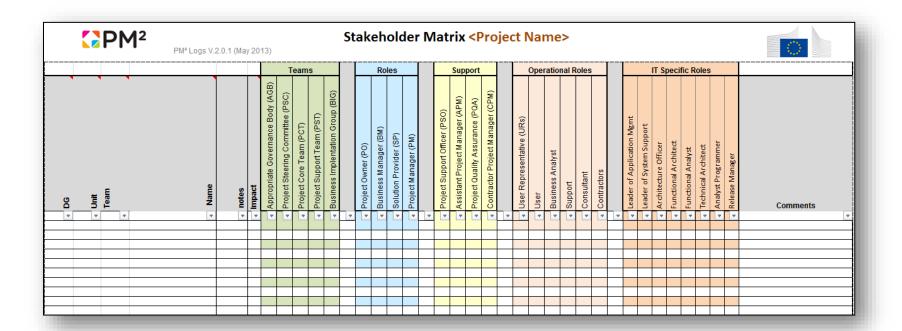




During the Planning Phase, the objective of the project is verified and developed into a workable plan for implementation. This involves the following:

- Develop the project scope statement and determine the appropriate methods for the project.
- Develop the schedule for the various tasks and estimate the necessary resources.
- Develop the various project plans for the project.

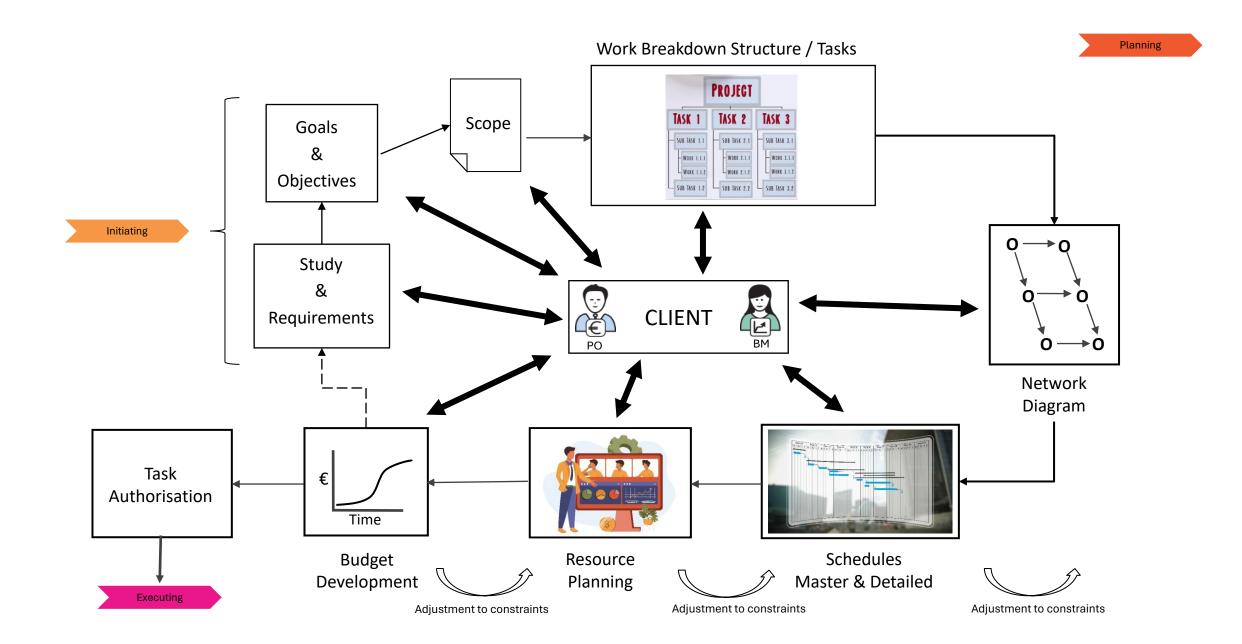


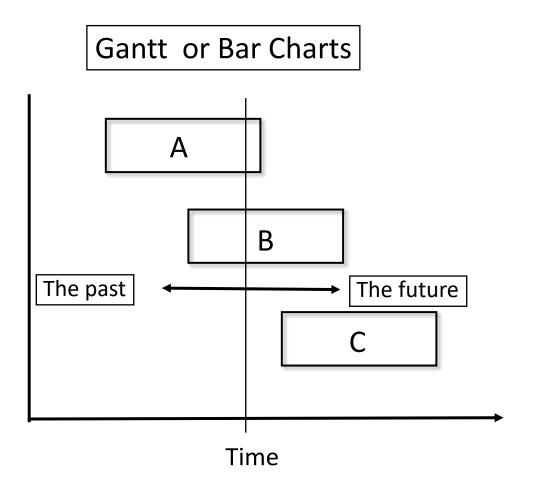


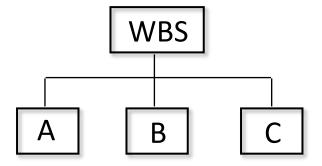
RAM (RASCI)	AGB	PSC	РО	ВМ	UR	SP	PM	PCT
Stakeholder Matrix	ı	I	Α	S	С	I	R	С

Tips

Be careful to respect laws and regulations related to personal data. Put in place access restrictions if needed.

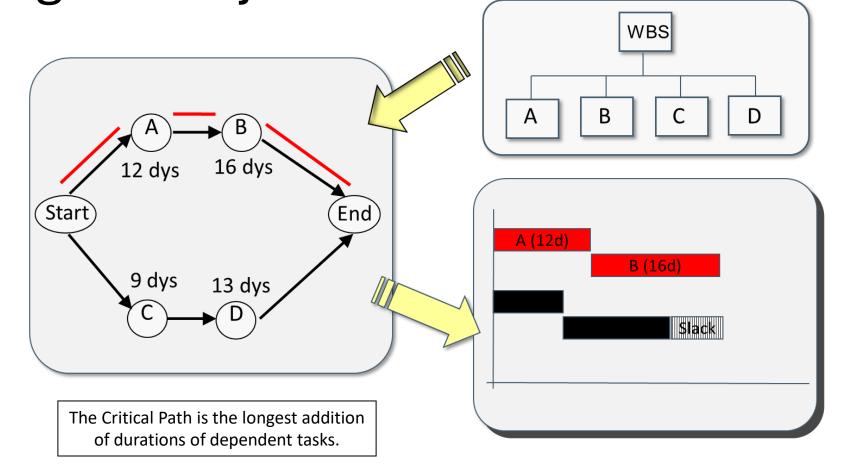






A Communication Tool, its Beauty is in its Simplicity

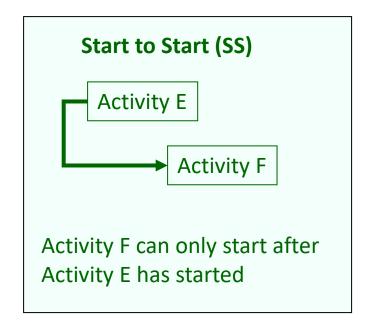
Creating the Project Network



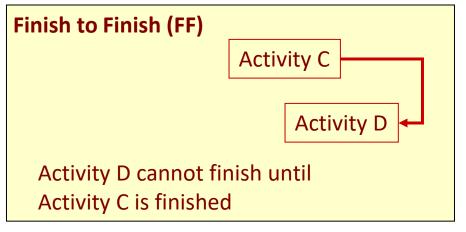
The Critical Path is the shortest time the project can be completed.

Tips The Critical Path is critical because there is no slack in it: any delay in one of its task will delay the entire project.

Be aware that the Critical Path may change during the project.









Top-Down Estimates

Strategic decision
High uncertainty
Internal/small project
Unstable scope

#### Intended Use

Feasibility/conceptual phase Rough time/cost estimate Fund requirements Resource capacity planning

#### **Preparation Cost**

1/10 to 3/10 of a percent of total project cost

#### Accuracy

Minus 20%, to plus 60%

#### Method

Consensus
Ratio
Apportion
Function point
Learning curves

#### Bottom-Up Estimates

#### Intended Use

Budgeting Scheduling Resource requirements Fund timing

#### **Preparation Cost**

3/10 of a percent to 1.0 percent of total project cost

#### Accuracy

Minus 10%, to plus 30%

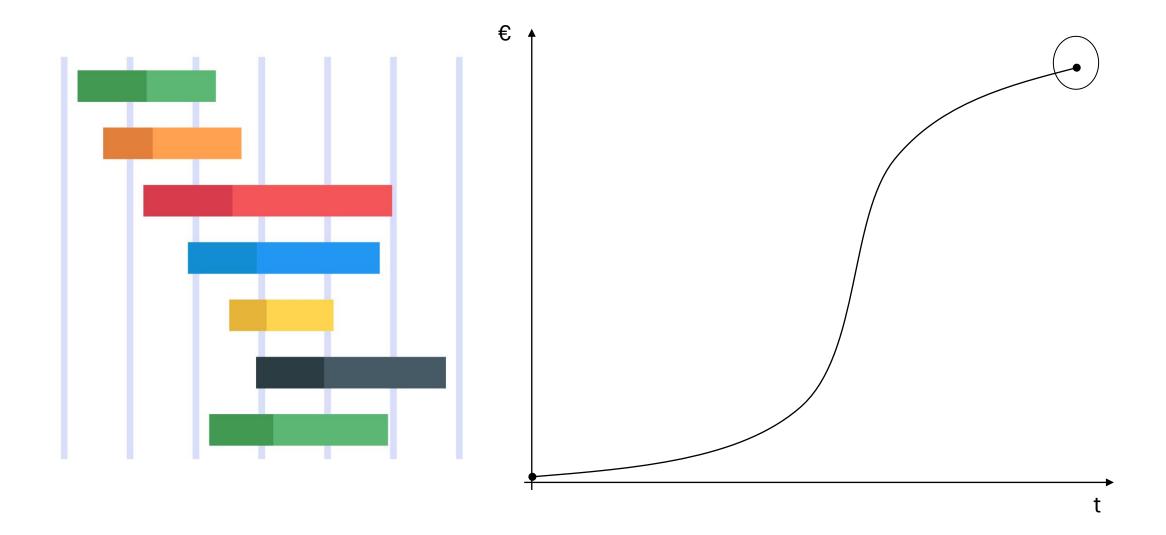
#### Method

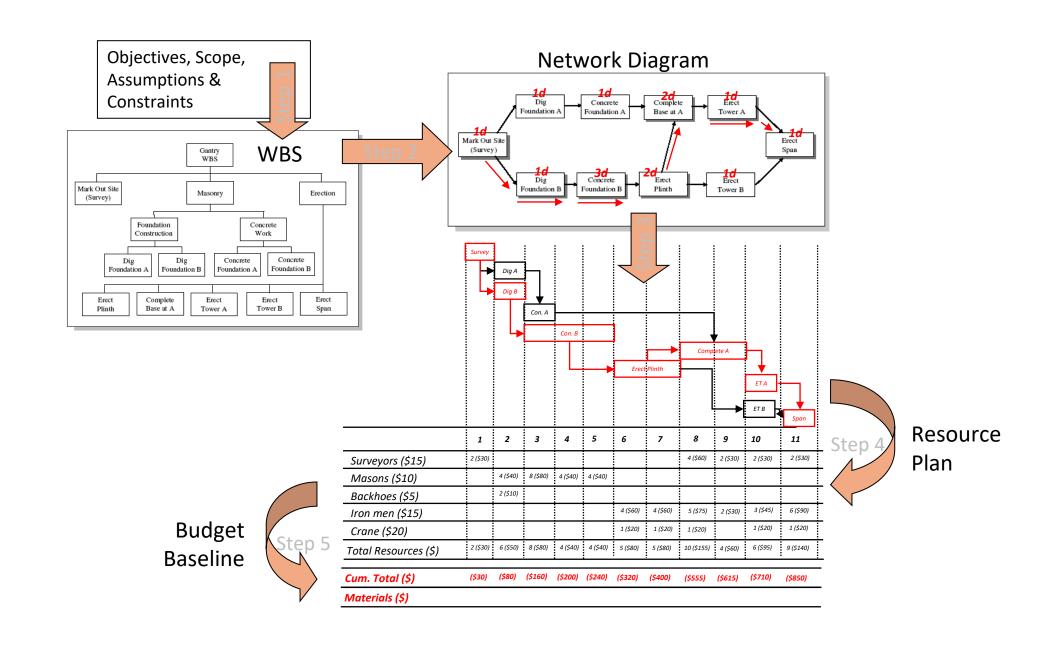
Template Parametric WBS packages Cost & time important
Fixed price contracts
Customer wants details



Project phase	Project phase 2	Project phase 3	Project phase 5									
	Macro estimation											
Micro est.	est. Macro estimation											
Micro es	stimation	Macro estimation										
	Micro estimation	Macro estimation										
	Micro estimation											

Indirect costs	Direct costs							
Not directly linked to the project, but they are required to help support the project	Linked directly to project. Identified easily from task the timeline. Can be further broken down into two s categories:							
	Goods	Services						
Percentage of office building rent or overheads (electricity bill, phone bill, internet charges)	Equipment, tools and materials Can include the transport and shipping of goods.	Project staff and contractors. Costs to support staff to do their work Sub-contracted work						













Distributing Information



Coordinating Project Work



Coordinating
People and Resources



Project Deliverables

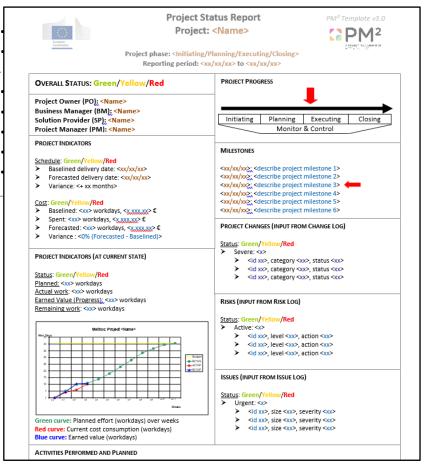


Quality Assurance

1. Project Progress Report

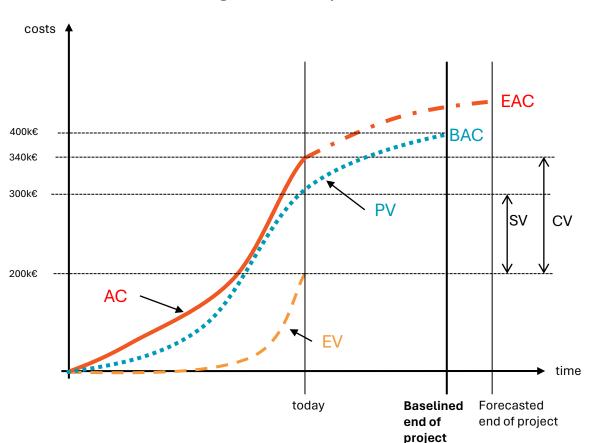
# 

## **Executing Phase**



# EVM objectively measures project performance and forecasts project outcome. It answers questions like:

- are we delivering more/less than planned?
- are we under/over budget?
- what is the remaining work likely to cost?



PV (Planned Value) is the cumulative forecasted cost of each activity (the S curve).

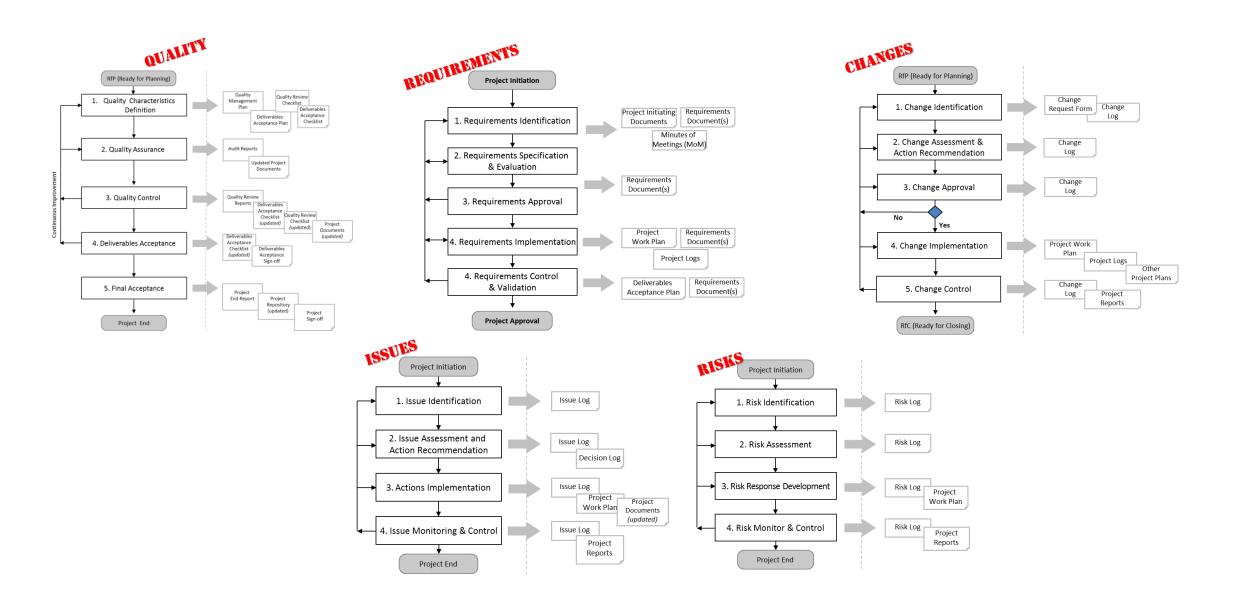
**EV** (**Earned Value**) is a monetary appreciation of the work done (see following slides).

AC (Actual Costs) is what has been spent so far.

$$CV = EV - AC$$

$$FAC = AC + ETC$$

Abbr.	Name	Formula	Interpretation
SV	Schedule Variance	SV = EV - PV	If SV>0 then the project is ahead of schedule If SV=0 then the project is on schedule If SV<0 then the project is behind schedule
SPI	Schedule Performance Index	SPI = EV/PV	Represents how well the project is progressing per unit of time invested. For example, if SPI<1, then for every minute (hour/day/month) spent on the project, less than 1 minute is made toward the project end. If SPI=1 the project is progressing accordingly, and for SPI>1 the project is progressing faster than forecasted.
CV	Cost Variance	CV = EV - AC	If CV>0 then the project is under budget If CV=0 then the project is on budget If CV<0 then the project is above budget
CPI	Cost Performance Index	CPI = EV/AC	Represents the spending rate of the project. If CPI<1, for each 1€ spent on the project we receive less than 1€ in project value. If CPI=1 then the spending is according to plan and if CPI>1, for each 1€ spent we get more than 1€ in project value, hence a chance for the project to cost less than foreseen.
ETC	Estimate to Complete	(1)ETC = BAC - EV $(2)ETC = (BAC - EV)/CPI$	Represents how much is needed to spend from this moment to complete the project. Two formulas are available:  (1) Does not take into account the spending profile so far, assuming it is 1 (ie the project will go on as planned)  (2) Takes into account the history of the project and assumes the spending rate will be similar to what it has been so far.
EAC	Estimate at Completion	EAC = ETC + AC	Represents the new estimated project cost.





## Issue Log

## < Project Name>



		Issu	e Identification and Des		Issue Assessment and Action Description									
ID	Category	Issue Name	Issue Description &	Status	Identified	Identification	Action Details	Urgenc	Impact	Size	Target	Issue	Escalation	Traceability/Comments
			Details		Ву	Date	(effort & responsible)	у			Date	Owner		
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## **Decision Log**

## < Project Name>



		Identification		Ownership		Implementation					
ID	Category	Category Title Description Initiated by Persons present		Comments	Decision	Decision	Decision Escalation Application Decis		Decision communicated		
		during decision			Owner	Date		Date	to:		
D01	<business></business>	<change in<="" th=""><th><detail 1="" text=""></detail></th><th><name x=""></name></th><th><project steering<="" th=""><th><related artefacts:<="" th=""><th><project< th=""><th><dd mm="" yyyy=""></dd></th><th><yes></yes></th><th><dd mm="" yyyy=""></dd></th><th><project core="" project<="" team,="" th=""></project></th></project<></th></related></th></project></th></change>	<detail 1="" text=""></detail>	<name x=""></name>	<project steering<="" th=""><th><related artefacts:<="" th=""><th><project< th=""><th><dd mm="" yyyy=""></dd></th><th><yes></yes></th><th><dd mm="" yyyy=""></dd></th><th><project core="" project<="" team,="" th=""></project></th></project<></th></related></th></project>	<related artefacts:<="" th=""><th><project< th=""><th><dd mm="" yyyy=""></dd></th><th><yes></yes></th><th><dd mm="" yyyy=""></dd></th><th><project core="" project<="" team,="" th=""></project></th></project<></th></related>	<project< th=""><th><dd mm="" yyyy=""></dd></th><th><yes></yes></th><th><dd mm="" yyyy=""></dd></th><th><project core="" project<="" team,="" th=""></project></th></project<>	<dd mm="" yyyy=""></dd>	<yes></yes>	<dd mm="" yyyy=""></dd>	<project core="" project<="" team,="" th=""></project>



### Change Log

#### <Project Name>



Identification							Asses		Dec	ision		Implementation				
ID	Category	Title	Description	Status	Requested by	Date Identified	Action Details (effort & responsible)	Size	Priority	Target Delivery Date	Escalation	Decision	Decided by	Decision Date	Actual Delivery Date	Comments
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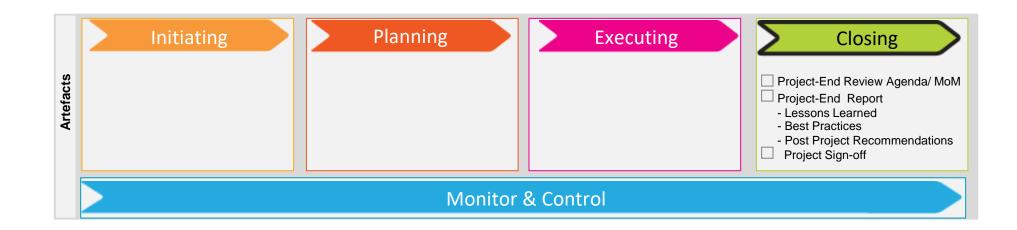


## Risk Log

#### <Project Name>



Risk Identification and Description									Ri	isk Assess	ment		Risk Response					
1	D	Category	Risk Name	Risk Description & Details	Status	Identified By	Identification Date	Likelihood	Impact	Risk Level (L*I)	Risk Owner	Escalation	Risk Response Strategy	Action Details (effort & responsible)	Target Date	Traceability/Comments		
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RI	.04 </td <td></td> <td><unavailability of<br="">data, systems or services&gt;</unavailability></td> <td><as (cause),<br="" a="" of="" result="">(EVENT) may occur, which would lead to (EFFECT)&gt;</as></td> <td><approved></approved></td> <td><name a=""></name></td> <td>&lt;16/04/13&gt;</td> <td>&lt;2&gt;</td> <td>&lt;4&gt;</td> <td>&lt;8&gt;</td> <td><name l=""></name></td> <td><yes></yes></td> <td><reduce></reduce></td> <td><define agree="" and="" on="" with<br="">the hosting environment Responsible the necessary activities, document them in a plan and monitor the</define></td> <td>&lt;05/09/2013&gt;</td> <td><related -="" artefacts:="" decision="" dl04="" id:="" log="" plan="" work="" wp05=""></related></td>		<unavailability of<br="">data, systems or services&gt;</unavailability>	<as (cause),<br="" a="" of="" result="">(EVENT) may occur, which would lead to (EFFECT)&gt;</as>	<approved></approved>	<name a=""></name>	<16/04/13>	<2>	<4>	<8>	<name l=""></name>	<yes></yes>	<reduce></reduce>	<define agree="" and="" on="" with<br="">the hosting environment Responsible the necessary activities, document them in a plan and monitor the</define>	<05/09/2013>	<related -="" artefacts:="" decision="" dl04="" id:="" log="" plan="" work="" wp05=""></related>		







Apply PM2 best practices to manage their projects.



Remain mindful that PM methodologies are there to serve projects and not the other way around.



Maintain an outcomes orientation in relation to all projects and project management activities.



Are committed to delivering project results with maximum value rather than just following plans.



Foster a project culture of collaboration, clear communication and accountability.



Assign project roles to the most appropriate people for the benefit of the project.

The PM<sup>2</sup> Mindsets are reminders of effective behaviours and attitudes. They provide a common set of beliefs and values for all PM<sup>2</sup> teams, helping them navigate through the complexities of project reality.



Balance in the most productive way the often-conflicting project management "Ps" of:

product, purpose, process, plan, people, pleasure/pain, participation, perception and politics.



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



Involve project stakeholders in the organisational change needed to maximise project benefits.



Share knowledge, actively manage Lessons Learned, and contribute to the improvement of project management within their organisations.



Draw inspiration from the PM2 Guidelines on Ethics and Professional Virtues.

