[EU12] PM2 - Governance

PM ² - Governance						
	Summary					
ID	EU12					
Initiative	PM ²					
Short description	Governance is the act of governing and is therefore					
	concerned with how decisions will be made. In the					
	Commission, governance is a process to develop a more					
	strategic approach to projects/programmes, in order to					
	achieve an efficient use of the Commission's resources and					
	investments and to ensure that business needs are					
	supported by efficient tools. This process is performed by the					
	Governance Bodies.					
	The PM ² methodology recognizes the complex and uncertain					
	nature of many types of projects and the positive contribution					
	of the agile way of thinking to their effective management.					
	Moreover, it helps project teams take decisions on trade-offs					
	between the project dimensions of time, cost, scope and					
	quality. PM ² describes the governance at project level, which					
	supports project governance model, project lifecycle and a					
	set of processes and related artefacts.					
Owner	European Commission - DIGIT.B1. Architecture office,					
	Consultancy, Innovation and Relationship Management					
Contact	Email: EC-PM2@ec.europa.eu					
Туре	Framework					
Sub-Type	Strategy					
Base Registry type						
Operating model	The PM2 Methodology processes, artefacts, tools and					
	techniques, help project teams take decisions on trade-offs					
	between the project dimensions of time, cost, scope and					
	quality. On the other hand, the PM2 Mind-sets present those					
	attitudes and behaviours which help project teams focus on					
	what is really important in achieving project goals. Together					
	they help with navigating through the complexities of					
	managing projects at the EC and make the PM2					
	Methodology both more effective and complete.					
IPR	Not Available/Not Found					
Status	Operational					

	More details					
Aggregated	ABN – 6 Need for coordination of charging policies					
business need	ABN – 16 Need for collaboration rules					
Functionalities	PM ² Governance					
Functionalities	 PM² Governance Project Stakeholders Project stakeholders are people/groups who can affect or can be affected by both the activities performed during the life of a project, or/and by the project's output(s) and outcome(s). Stakeholders can be directly involved in a project's work, or can be members of other internal organisations, or even be external to the performing organisation (e.g. suppliers, users, EU citizens). Depending on the complexity and scope of a project there may be few or a large number of stakeholders, however, the more people the project impacts, the more likely it is that a project will affect people who have some power or influence over the project. Project Organisation and Roles An appropriate Governance Body consists of many different 					
	An appropriate Governance Body consists of many different layers. The first layer is known as steer layer. Within this layer, we have the project steering committee (PSC). $\begin{array}{c c} \hline \\ \hline $					

Next, we have the managing layer , were the important roles here are Business Manager (BM) and Project Manager (PM). The Business Manager acts on a daily basis on behalf of the PO, while the Project Manager assumes responsibility for project deliverables.
Finally, we have the performing layer . Within the performing layer, we have 2 important roles, the Business Implementation Group (BIG) and the Project Core Team (PCT).
The BIG consists of representatives from the business and user groups. The Business Implementation Group (BIG) is responsible for implementing the business changes that need to be in place in order for the organisation to be able to effectively integrate into every day work the project deliverables. On the other hand, the PCT , Consists of the roles responsible for the implementation of the project deliverables. The composition and structure of the Project Core Team (PCT) depends on the size and type of the project (e.g. IT project, policy development project, etc.) and is defined by the Project Manager (PM).
Additionally, you have the option to adopt a further role, known as the Project Support Team (PST).
The PST roles may be assumed by specific teams or team members. Furthermore, the PST roles may be provided as horizontal services by the organisation. Examples of roles comprising the PST are: Project Support Office (PSO), Project Quality Assurance (PQA), Assistant PM (APM), Architecture Office (AO).
There are also "other commission roles" involved, that are used to group any Standard Commission Roles that do not appear as key roles in the organisation of a project. The key roles are the ones appearing as mandatory roles in the Project Steering Committee (PSC) and in the two modes: the Project Mode and the Operations Mode . The Standard Commission Roles and their responsibilities are defined in the official European Commission communications. These roles may also appear in the DGs list of functions and posts.
PM ² Governance for IT
If we now look at the governance of PM ² for IT Projects, we can see that the organisation is very similar to the (general)

	PM ^e Governance. The r	main difference lies in the directing					
	layer. This is because in	n The IT Project Governance instead					
	of having project owner	and solution provider, the					
	corresponding names a	are System owner (SO) and System					
	Supplier (SS).						
Design/Architecture	PM ² Governance						
	The following diagram gives an overview of the main roles in						
	the project organisation from a Project Management point of						
	view.						
	Business Governing Laver	ppropriate Governance Body (AGB)					
	Requestor Side	Provider Side					
	Project	t Steering Committee (PSC)					
	Steering Layer						
	Project Owner	r Solution Provider					
	Directing Layer (PO)	(SP) Delegates					
		Collaboration					
	Managing Laver	Communication (PM) Project Support Communication (PM) Team (PST)					
	Business Implemen Group (BIG)	tation Project Core Team (PCT)					
	Performing Layer	enauves					
	Governance Advises	& Decides 📃 Some decision power 🔲 Acts 🛄 Operational 🧾 Support (optional)					
	Roles	Short Description					
	Project Steering	Made up of PO, SP, BM, PM and other					
	Committee (PSC)	optional roles.					
	Project Owner (PO)	Typically a Head of Unit or Director from					
	Colution Drevider (CD)	the user DG.					
	Solution Provider (SP)	an IT organisation					
	Business Manager	Represents the Project Owner Has good					
	(BM)	communication with the Project Manager					
		(PM).					
	Project Manager (PM)	Is responsible for the whole project and it					
		deliverable.					
	Business	They plan and implement the business					
	Implementation Group	change activities.					
	(DIG) Liser Renresentatives	They represent the interests of the users					
	(URs)	in the project.					
	Project Core Team	They play a key role in project delivery.					
	(PĆT)	, , , , , , , , , , , , , , , , , , ,					
	Project Support Team	They provide administrative and					
	(PST)	communications support.					
	PM ² Governance for I	r I					
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	The IT Project Governance						
	IT Steering Committee (ITSC) Project Steering Committee (PSC) System Owner (S0) Delegates Business Manager Consumeration (BM) Consumeration (PM) Project Manager (PM) Project Mana						
	Business Implementation Group (BIG) User (8 Business) Representatives (PCT)						
		IT Governance 🔲 Advises & Decid	les 🔲 Some decision power 📃	Acts 🔲 Operational	Support (optional)		
	Fig.12.2 IT Projects Steering Committee Project Support Team (PST)						
	<u>Role</u>	<u>Requestor</u> <u>or Provider</u>	<u>Group or</u> <u>Individual</u> role	<u>Role</u> Type	<u>PSC</u> Participatio n		
	Project Support Team (PST)	Provider	Group	Optiona I role	On Request		
	Role Descriptions for the Members of the PST-IT For IT projects, the members of the PST-IT are described below:						
	Project Support Office Might be very useful for large proje (PSO)				large projects		
	Project Qu Assurance Assistant F Manager (/ Architectur	ality (PQA) Project APM) re Office (AO)	Responsible for quality assurance and auditing aspects Is a delegate from the Project Manager (PM) Plays an advisor role on architecture aspects				
Technologies	Not Availat	ale/Not Found					
Specifications	Main techn	ical specificat	ions of stand	lards used	d within the		
-1	solution	solution					
Management	Not Availat	ole/Not Found					
Governance	Not Availat	ole/Not Found					
Sustainability	Not Available/Not Found						
Documentation	PM2v2-Guide.v2.90.v.2.3.1.fro wiki pdf.pdf						
ADMS	Not Available/Not Found						

