

Curriculum

To be reviewed by 2023	Activity number 63	Project management in support of PESCO Projects, using PM²	ECTS 2
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<p style="text-align: center;"><u>Target audience</u></p> <p><i>The course is open to:</i></p> <ul style="list-style-type: none"> <i>Civilian, military and police personnel from EU Member States</i> <i>MS or EU Institution/ bodies personnel currently serving or about to serve to PESCO related positions</i> 	<p style="text-align: center;"><u>Aim</u></p> <p>This course aims to address the needs expressed in the Council Conclusions on the PESCO Strategic Review (13188/20) of 20 November 2020:</p> <p>‘Regarding the PESCO projects, the pMS underlined that the current reporting system on the progress of PESCO projects should be maintained and fully exploited, including through the further development of aspects for project management, such as commonly agreed progress indicators, risk indicators and criteria for success, in order to provide for more transparency in the progress on PESCO projects.’</p> <p>The course will equip participants with the necessary knowledge, skills and reference sources to help them understand, tailor and effectively use the PM² Methodology both for the management of their PESCO projects, but also for effective reporting and smooth communication with the numerous project stakeholders at various authority levels, with particular reference to the project reporting needed in the PESCO context. The course will also explain the role of the PESCO secretariat and the Council oversight function in accordance with the Council decision (CFSP) 2018/909 of 25 June 2018 establishing a common set of governance rules for PESCO projects.</p> <p>During the five-day residential training, the Critical Success Factors (CSFs) of project management in regards to PESCO projects will be discussed and participants will understand how PM² addresses them. With a clear focus on experiential training through a fictional, PESCO-focused project scenario, the participants will acquire hands-on experience, and at the end of the course, they will be in a position to implement the PM² best practices, and to report effectively on the progress of their PESCO projects.</p>
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Learning	Knowledge	<ol style="list-style-type: none"> 1. Describe the modalities of the PESCO projects and the role of the PESCO Secretariat 2. Explain the relationship between CARD and the PESCO projects 3. Understand the objective and the key functionalities of the Common Workspace (CWS) 1. Describe the objectives of the PM² methodology and their links to the needs of the PESCO projects. 2. Explain the PM² lifecycle 6. Describe the typical PM² project governance structure 3. Understand the relevance and applications of the PM² artefacts 4. Understand the core processes of the PM² methodology
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	Skills	<ol style="list-style-type: none"> 1. Communicate and get stakeholder buy-in on the applicability of the PM² methodology in the PESCO projects context. 2. Link the common PESCO management related terminology, as described in the PESCO Secretariat 'PESCO projects definitions and their meaning' document of 27/11/2020 with that of the PM2 methodology. 3. Establish the links between the needs of the 'PESCO project description template' and the information generation flow throughout the PM2 project lifecycle, as reflected on the generated artefacts (templates). 4. Frame a new or existing project using the concepts/provisions of PM2 5. Apply selected processes and procedures in a simulation environment 6. Contribute to the solution-finding and decision-making process during designated group works 7. Develop collaborative skills to solve complex problems
	Competencies	<ol style="list-style-type: none"> 1. Develop strategies to benefit from the implementation of PM² or its processes 2. Transfer acquired knowledge within the organization, to achieve practical applicability 3. Identify and use the inter-dependencies between PM² processes in order to foster synergies 4. Actively engage with project stakeholders (e.g. Project teams, PESCO Secretariat, pMS etc) in order to foster efficient and effective communication. 5. Tailor the PM2 methodology to match the specific organizational and project needs 6. Effectively guide the project throughout its 4 Phases 7. Work towards the achievement of the intended project outcomes and benefits 8. Be able to take data -driven decisions based on methodologically generated and elicited project data/information

Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it makes use of *level 1 evaluation (based on participant's satisfaction with the course)*.

In order to complete the course, participants have to accomplish all learning objectives, which are evaluated based on the active contribution in the residential Module, including their syndicate session and practical activities as well as on their completion of the eLearning phases: course participants finalise the autonomous knowledge units (AKUs) and pass the tests (*mandatory*), scoring at least 80% in the incorporated out-test/quiz. Active observation by the course director/lead instructor and feedback questionnaire filled by course participants at the end of the course is used.

However, no formal verification of learning outcome is foreseen; proposed ECTS is based on participants' workload only.

Course structure		
Main Topic	Recommended Working Hours (out of which eLearning)	Contents
PESCO Projects introductory content	8 (5)	<ul style="list-style-type: none"> • Introduction to the Permanent Structured Cooperation • Modalities to support PESCO Projects • EDA ad-hoc Programmes and Projects • Introduction to CARD and its recommendations • Synergies between CARD and PESCO • Projects definitions and their meaning • Progress on PESCO Projects • The PESCO Common Workspace (CWS)
Introduction to PM ²	3 (1)	<ul style="list-style-type: none"> • Different PM Methodologies (differences and redundancies) • The PM² arena: resources, stakeholders, services • Projects & Project Management – from Output to Benefits • Project, Programmes and Portfolios • The chain of command

		<ul style="list-style-type: none"> The PM² Lifecycle
Initiating Phase	8 (5)	<ul style="list-style-type: none"> The Project Initiating Phase Introduction Situation Analysis and key elements of the PIR Workshop on PIR elaboration and subsequent presentation and feedback sessions Presentation of the BC artefact, alternatives generation and analysis Cost Benefit Analysis and the Weighted Scoring Model for alternatives comparison and solution selection Workshop on BC elaboration and subsequent presentation and feedback sessions Presentation of the PC artefact, its purpose and its links with the previous Initiating Phase artefacts and the ones from the subsequent planning phase. Workshop on PC elaboration and subsequent presentation and feedback sessions
Horizontal topics	2 (1)	<ul style="list-style-type: none"> Stakeholder Management: Tools and techniques for practical, efficient, and effective approach Requirements Management: Tools and techniques for project requirements elicitation, prioritization, and selection. Presentation of the Requirements Traceability Matrix The PM² Governance model: Roles and responsibilities. Using and understanding the RASCI table Conflict/dispute resolution approaches and the relevant supporting instruments. The ready for planning phase gate
Planning Phase	12 (5)	<ul style="list-style-type: none"> The Project Planning Phase: Objectives, steps, and artefacts Presentation of the Project Work Plan artefact: A deep dive on the WBS and its development. Workshop on Work Plan elaboration with a special focus on WBS, and subsequent presentation and feedback sessions Project Scheduling: Building a project schedule, task description and dependencies. The critical path and critical chain approaches. Using the PERT technique for task duration estimation. The importance of a PMIS. Workshop on project schedule elaboration, and subsequent presentation and feedback sessions Project resource allocation: Types of resources, resource capacity and capabilities. Constraints and optimization of resource planning. Interactive game on resource allocation, and subsequent presentation and feedback sessions Elaboration of the Project Budget Introduction to project risk management: Tackling risk related biases, identification and assessment of risks, risk response strategies and their implementation, controlling risks. Workshop on project risk management, and subsequent presentation and feedback sessions Presentation and explanation of the remaining PM² planning artefacts, with a special focus on Business Implementation Ready for Executing Phase Gate
Executing Phase	4 (2)	<ul style="list-style-type: none"> The Project Executing Phase: Objectives, steps, and artefacts

		<ul style="list-style-type: none"> Performing quality assurance: A cost benefit based approach with a close focus on the Cost of Quality Project reporting tools, techniques, tips and tricks. Identifying and linking performance KPIs to the achievement of the project's objectives Ready for closing Phase Gate
Monitoring & Controlling	3 (1)	<ul style="list-style-type: none"> The Project Monitoring and Controlling Process: Objectives, steps, and artefacts Presentation of the PM² logs and their use The project change management cycle: Tools, techniques, and best practices Change Management vs Configuration Management
Closing Phase	2 (1)	<ul style="list-style-type: none"> The Project Closing Phase Objectives, steps, and artefacts Lessons Learn Elicitation Conducting the project end review meeting and drafting the project-end report Project Administrative closure: releasing resources, archiving project documentation, the use of Knowledge Management Systems (KMS)
Closure	2	<ul style="list-style-type: none"> Feedback & Evaluation Handover Certificates
Total	44 (21)	

<u>Material</u>	<u>Additional information</u>
<p>General learning Material:</p> <ul style="list-style-type: none"> - PM² (Project Management Methodology) Guide - Project Management Tools & Techniques - PM² Artefacts - Templates - PESCO project related documentation, provided by the PESCO Secretariat - Syndicate material, scenario, other documents provided by course director/ Instructors - Handbook on CSDP <p>Essential E-learning:</p> <ul style="list-style-type: none"> - AKU 34: PM² - The EC's Project Management Methodology - AKU 39: Armaments Cooperation - AKU 40: PESCO Projects <p>Voluntary E-learning:</p> <ul style="list-style-type: none"> - AKU 11A - GENDER and the UNSCR 1325 - AKU 29 - Conflict Sensitivity - AKU 301 Stress Management (ENTRI) 	<p>Pre-course questionnaire on learning expectations and possible briefing topic from the specific area of expertise may be used.</p> <p>All course participants have to prepare for the residential module by going through the relevant eLearning preparatory phase, which is mandatory.</p> <p>In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is used during the residential Module: "<i>participants to the course, are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed</i>".</p>