

Invitation to the *Pilot Course*

‘PM²: Project management in support of CSDP missions and operations’

(Activity Number 19-20/58 /1)

Taking place in *Brussels from 30 September to 04 October 2019*

Co-organised by

the State Bureau for Training, Education and Personnel of the North Rhine-Westphalian Police
(LAFP)

and the European Security and Defence College (ESDC)

The Department for International Police Missions of the LAFP NRW and the European Security and Defence College (ESDC) have the honour of co-organising a Pilot Course on the use of the European Commission's Project Management Methodology, namely the PM², in support of CSDP Missions and Operations.


This pilot course aims to address the needs expressed in the annual CSDP lessons reports, following the creation of Project Cells in the CSDP Missions. Its primary focus is thus to increase the efficiency and effectiveness of the Missions by providing a widely acknowledged methodological framework that can be used to manage almost all types of projects being run under their auspices.

The course will equip participants with all the necessary knowledge, skills and reference sources to help them understand, tailor and effectively use the PM² Methodology both for the management of their projects, but also for effective reporting and smooth communication with the numerous project stakeholders at various authority levels.

During the five-day residential training, the Critical Success Factors (CSFs) of project management will be discussed and participants will understand how PM² addresses them. With a clear focus on experiential training through a fictional, mission-specific 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.

Following the blended learning approach, the residential course will be preceded by a preparatory e-learning session, where key methodological concepts will be covered.

We are therefore very pleased to invite you to this ESDC training activity in support of the Common Security and Defence Policy. For further information please refer to the annexes.



Dirk Dubois
Head ESDC



Achim Raupach

Director

Annexes

1. A few words about the EC's PM² Methodology
2. Course Administrative Instructions
3. Draft Programme

Annex 1

About the PM² Methodology

PM² is a Project Management Methodology developed by the European Commission. Its purpose is to enable Project Managers (PMs) to deliver solutions and benefits to their organisations by effectively managing the entire lifecycle of their project. PM² has been created with the needs of European Union Institutions and projects in mind, but is transferrable to projects in any organisation.

PM² is a light and easy-to-implement methodology which project teams can tailor to their specific needs. PM² is fully supported by a comprehensive training programme (including workshops and coaching sessions), online documentation and an active Community of Practice.

PM² incorporates elements from a wide range of globally accepted project management best practices, captured in standards and methodologies. Its development has also been influenced by operational experience on various projects within both European Union Institutions and external bodies.

The PM² Methodology provides:

- a project governance structure;
- process guidelines;
- artefact templates;
- guidelines for using the artefacts;
- a set of effective mindsets.

PM² improves the effectiveness of project management by:

- improving communication and the dissemination of information;
- clarifying expectations as early as possible in the project lifecycle;
- defining the project lifecycle (from initiation to closure);
- providing guidelines for project planning;
- introducing monitoring and control activities;
- proposing management activities and outputs (plans, meetings, decisions);
- providing a link to agile practices (Agile PM²).

Annex 2

Course Administrative Instructions

- The course is open to civilian, military and police personnel from EU Member States and from CSDP missions/operations. The course is also open to personnel seconded from third countries to CSDP missions.
- The language regime of the CSDP applies (English and French without interpretation) applies.
- Attendance of the course is mandatory on all days. A certificate will be awarded to those course participants who have completed the full course, including the e-learning session.
- All costs for travel, accommodation and catering shall be covered by the sending authorities.
- Registration procedure:
 - o The course will be composed of up to 25 participants.
 - o Each ENLIST nominator is kindly requested to nominate a maximum of two persons, in order of preference.
 - o Given the nature of this course (pilot), higher priority will be given to applicants who either work in Project Cells or are about to staff the respective positions.
 - o Applications may be submitted, using the College's new ENLIST platform¹, from 1 July 2019. Confirmation of participation will not be final until provided by the ESDC Secretariat.
 - o A list with relevant ENLIST nominators can be retrieved from the ESDC website at <https://esdc.europa.eu/nominators/>
 - o Applications from third countries should be sent directly to the ESDC Secretariat at SECRETARIAT-ESDC@eeas.europa.eu indicating: full name of the candidate (as in official documents used for accessing the course venue); personal e-mail address (functional mailboxes cannot be accepted); institution; reason why the applicant would benefit from this course.
 - o Registration will be open until 6 September 2019.
- The course will be held in Brussels, near the EU institutions. Further information will be communicated to the participants after registration.
- All administrative information programmes and materials will be made available to the accepted participants through the College's e-learning platform (ILIAS LMS).

¹ ENLIST nominators will receive instructions on how to access and use the new platform, NLT Friday 14 June 2019.



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Course points of contact:

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Annex 3

Draft Programme

Day 1

Subject	Facilitator
Official course opening <ul style="list-style-type: none"> - introduction, mutual presentation, - introduction of the course programme - management of expectations - ground rules 	LAFP - ESDC
Short presentation on the ESDC	Ilias Katsagounos (ESDC)
Keynote speech: the benefits of the PM ² methodology. Key advances in the field and how to make better use of them.	Nicos Kourounakis (DIGIT) Co-author of the PM ² methodology
Projects & project management: going from project outputs to project benefits	Ilias Katsagounos (ESDC)
Projects, programmes and portfolios: the 'chain of command'	LAFP
The PM ² lifecycle <ul style="list-style-type: none"> - project phases - project activities - the artefacts landscape 	LAFP
The PM ² governance model <ul style="list-style-type: none"> - mapping stakeholders to roles and responsibilities. - the RASCI model 	Ilias Katsagounos (ESDC)
Project initiation phase <ul style="list-style-type: none"> - aim of the initiation phase - short workshop on the creation of a new project - debriefing of the workshop 	LAFP
Presentation of the Carana Scenario (fictional) that will be used throughout the rest of the course	LAFP

Day 2

Subject	Facilitator
Recap of previous day (15 min)	LAFP
Project initiation phase (part 2) <ul style="list-style-type: none"> - short exercise on the initiation phase - explain the aim and procedure - analyse the situation - define and structure achieved findings, - summarise in project initiation request - scenario-based workshop 	LAFP
Development of the business case <ul style="list-style-type: none"> - provide project justification - alternatives identification - elaboration of selected alternative 	LAFP

<ul style="list-style-type: none"> - consolidate key information in the business case template - scenario-based workshop 	
<p>Development of the project charter</p> <ul style="list-style-type: none"> - further analysis of the information registered within the project initiation request and the business case - consolidate key information in the project charter - scenario-based workshop 	LAFP
<ul style="list-style-type: none"> - organise and run the ready for planning (RfP) meeting - presentation of other meetings proposed by the methodology 	LAFP

Day 3

Subject	Facilitator
Recap of previous day (15 min)	LAFP
<p>Stakeholder management</p> <ul style="list-style-type: none"> - identify stakeholders - analyse stakeholders - register stakeholders in the stakeholder register - scenario-based workshop 	<p>LAFP</p> <p>Ilias Katsagounos (ESDC)</p>
<p>The project planning phase</p> <ul style="list-style-type: none"> - aim of the planning phase - development of the project handbook - tailoring and customisation of the methodology to match the organisational and project-specific needs 	LAFP
<p>Development of the project workplan</p> <ul style="list-style-type: none"> - collect requirements (tools and techniques) - define scope statement - create project breakdown - create project schedule - assign roles and responsibilities and identify all project resources - elaborate project budget - scenario-based workshop 	<p>Ilias Katsagounos (ESDC)</p> <p>LAFP</p>
<p>Presentation of other project specific plans</p> <ul style="list-style-type: none"> - outsourcing plan - deliverables acceptance plan - transition plan - business implementation plan 	Ilias Katsagounos (ESDC)
<p>Presentation of the project management plans</p> <ul style="list-style-type: none"> - requirements of the management plan - project change management plan - communication management plan - quality management plan - risk and issue management plans 	LAFP

Day 4

Subject	Facilitator
Recap of previous day (15 min)	LAFP
Project risk management <ul style="list-style-type: none"> - risk identification - tackling biases when dealing with risks - risk analysis (qualitative and quantitative) - risk response planning - common mistakes in risk management - scenario-based workshop 	Ilias Katsagounos (ESDC)
Project execution phase <ul style="list-style-type: none"> - overview of execution activities - project coordination - information distribution - quality assurance - scenario-based workshop 	LAFP
Project closure phase <ul style="list-style-type: none"> - overview of closure activities - project end-review meeting - lessons learned and post-project recommendations - formal project acceptance - administrative closure - scenario-based workshop 	LAFP

Day 5

Subject	Facilitator
Recap of previous day (15 min)	LAFP
Monitoring and controlling the project <ul style="list-style-type: none"> - coordination and communication - monitoring project performance - using the PM² checklists - managing the project logs - scenario-based workshop 	LAFP
Evaluation of the course	LAFP Ilias Katsagounos (ESDC)
Official course closure Award of certificates	LAFP Ilias Katsagounos (ESDC)



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Course schedule

Monday

Start: 10.00

Morning break: 11.15 – 11.30

Lunch: 13.00 – 14.00

Afternoon break: 15.15 – 15.30

End: 17.30

Tuesday to Thursday

Start: 09.00

Morning break: 11.00 – 11.15

Lunch: 13.00 – 14.00

Afternoon break: 15.00 – 15.15

End: 17.00

Friday

Start: 09.00

Morning break: 11.00 – 11.15

End: 13.00