



Organisation XX
Department ZZ

Business Implementation Plan

Roll-out of PM within Department ZZ

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<The PM² Methodology originated from the European Commission. Open PM² provides many guidelines and templates to facilitate the management and documentation of your projects.>

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- Editorial, formatting, and spelling
- Clarification

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1. INTRODUCTION

The Business Implementation Plan aims to describe the activities that will support the change in the way people manage and control projects. The objectives of these activities are the following:

- Explain to the Department's staff, external entities and contractors the new way of managing projects using PM² and its advantages;
- Give training to PM² users in order to have skilled staff;
- Communicate the changes to all stakeholders through leaflets, posters and quick-start guide;
- Clarify and support all PM² users during the change process;
- Monitoring and report the level of PM² adoption;
- Boost the quality of project management information by performing quality reviews and reporting on key indicators.

2. IMPACT ON PROCESSES

The roll-out of PM² in the Department will have a significant impact on the project management processes used by 80% of the Department's resources. The ad-hoc way of working will be replaced by standard and documented processes (PM² methodology). Moreover, the set-up of a Project Support Team will impact the current roles and responsibilities and create new processes related to project monitoring, control and reporting. For supporting the organisational change, awareness sessions, training, communication materials and a Project Support Team will be provided.

The existing process for outsourcers monitoring will have a moderate impact. This process will be adapted to the PM² methodology and aligned with the procurement requirements. The Outsourcing Plan will be mandatory for all projects with an outsourced component. Additionally, the PM² Progress Report will be tailored to outsourced components/projects and requested to Contractors on a regular basis. For on-going projects, the new requirements will be agreed on by Contractors and communicated through awareness sessions.

Finally, the "Progress and Financial reporting" process will have small updates on the reporting artefacts. These small changes will be formally communicated to all external entities using these reports.

3. IMPACT ON PEOPLE

As already mentioned, the roll-out of PM² in the Department will impact 80% of the Department's resources. The main impact is related to changes on the project management governance model (roles & responsibilities) and on the project management processes. With the roll-out of PM², the effort of collecting and analysing project management information will be reduced and the extra effort will be allocated to quality assurance and control activities, mainly performed by the Project Support Team. Additionally, Management will have more relevant information for supporting their decisions.

4. IMPACT ON THE ORGANISATIONAL CULTURE

The Department's culture will be highly affected, from an informal environment to a clear definition of processes and roles. Despite the increase on formality, the organisational culture change should not be very challenging, as people are demanding for formal and standard procedures and demotivated by the current situation as considered a "waste of resources and effort". Furthermore, PM² is already customised for both public and private sector environment, facilitating the adoption of the methodology and having a mature support and training services available.

5. BUSINESS IMPLEMENTATION STRATEGIES AND ACTIVITIES

The approach for a full PM² adoption within the Department is defined as following:

- Inform all stakeholders in a kick-start awareness session about what PM² is and the main advantages in terms of project efficiency and control. Present the roadmap for PM² adoption and the different available mechanisms for supporting users;
- Involve the main stakeholders from the beginning (creation of a project working group at the end of the Planning Phase);
- Set-up of multiple interactions with the main stakeholders for project status and feedback (Department's Project Managers, External Entities, Contractors, Working Group, Procurement, Portfolio Office and PMO), in the form of meetings, awareness sessions, workshop, written communications, promotional material and first line support;
- Give training to all potential PM² users and involve them in the PM² Community of Practice;
- Communicate the "to be" project management governance, processes and artefacts on a second awareness session;
- Perform quality assurance and control by executing configuration management and artefacts reviews and report on project's adherence to PM²;
- Set-up a clear and agile change management process to be able to timely incorporate the feedback from the different stakeholders.

5.1 Communications Strategy

The project communication strategy is described in the Communications Management Plan. The main communication items related to business implementation are mentioned below:

- **Promotional materials:** leaflets, posters and quick-star guides.
- **Written communication** to External Entities.
- **Meetings:**
 - Meeting with the Representative of the External Entities for status & feedback;
 - Interactions with the PMO for projects monitoring.
- **Awareness Sessions:**
 - Awareness Session 1: for explaining PM² and the roadmap for PM² implementation;
 - Awareness Session 2: for presenting the "to be" situation.
- **First line support:** the Project Support Team will be assisting PM² users through the change and collecting feedback.
- **Reports:** the Project Support Team will produce reports on the adherence of Department's projects to PM² and the main constraints and on Department's projects quality.
- **Dashboard:** communication on key project's performance indicators.

5.2 Timing and Milestones

The scheduling of the business implementation activities are detailed in the 12.1 Project Work Plan - Resource Usage. The location of this artefact is referred in the Appendix 1.

5.3 Project Promotion Activities

The promotional activities are described in the above section 5.1 Communications Strategy.

5.4 Change Management Activities

5.4.1 Project Activities

The activities that will fall within the project's direct responsibilities are the following ones:

- Preparation & communication of the Business Implementation activities;
- Production of the communication material;
- Awareness Sessions;
- Training;
- Interactions with PMO for projects monitoring;
- Meeting with the Representative of the External Entities for status & feedback;
- Project Support Team activities.

For more detail, please see the 12 Project Work Plan. The location of this artefact is referred in the Appendix 1.

The control of the business implementation activities will be performed by reviewing the Project Work Plan and by validating the Business Implementation Checklist. The location of this artefact is referred in the Appendix 1.

5.4.2 Change Activities for the Permanent Organization

The roll-out of PM² will cover the definition and implementation of new processes for managing projects and the updating of process interfaces with other Organisation processes.

The implementation of these new processes will need a period of around 6 months for validating if they are implemented in the most efficient way. During this validation period, opportunities for improvement should be identified in the Change Log and then discussed with the main stakeholders, i.e Project Managers, Management, Procurement, Portfolio Office and PMO. For this purpose, the Project Owner may set-up a Working Group including these stakeholders to follow-up post-project activities.

5.4.3 Post-Project Activities

One of the post-project activities planned for July is the coaching (performed by the Project Support Team) of project 1. This activity was initially on project scope but in result of a demand from the Project Owner of project 1, the transition process was delayed until July.

Considering the additional objectives and project benefits, it is recommended to set-up a Working Group with the following purposes:

- Continue to follow-up PM² adoption and analyse the benefits/outcomes of its implementation;
- Identify opportunities for improvement and purpose actions;
- Promote the PM² adoption in other Departments and define a roadmap for implementation;
- Encourage Organisation staff and newcomers to follow PM² training courses and to perform the certification exams, in order to keep the project management expertise within Organisation;
- Involve Organisation PM² Team in some meetings to maintain the close collaboration and obtain some support in the post-project activities if needed.

5.5 Benefits Tracking

As already documented in the Business Case, this project will support the achievement of the objectives of the Department, by increasing the maturity of project management within the

Department. Most of the benefits are obtained on medium and long term and can be only correctly measured after project ends.

The estimation of the benefits comprises no need of further resources to manage the new program, reduction of the costs on outsourced contracts and ability to cover more projects within the budget and to achieve more outcomes.

The main expected benefits are measured as following:

- Improved alignment of project with Department/Business Domain/Organisation strategic objectives (maximization of investments value):
 - 90% of the new projects within the Department are regularly monitored (Organisation project portfolio dashboard) by Senior Management in the Management Meetings.
- More successful projects delivering on time within budget and improved quality of project deliverables and increased project productivity allowing the Department to achieve more with the same resources and budgets:
 - 20% increase in successful completion of projects (measured 1st of January 201X+ 2 years for projects completed during 201X + 1 year).
 - All non-conformities identified by the Internal Audit Services from last audit are addressed by the new methodology.
- Projects are following Organisation's governance process and being monitoring and controlled by the Project Management Office of the DG:
 - All new projects within the Department (started from the 1st of January 201X + 1 year) are evaluated by the Organisations's Governance Bodies for approval.
 - Organisation's Project Management Office are monitoring and controlling all new projects within Department (started from the 1st of January 201X + 1 year) and running projects with remaining duration >3 months.
- Improved contractor's performance:
 - 20% increase in successful completion of outsourced projects (measured 1st of January 201X+ 2 years for projects completed during 201X + 1 year).
- Improved image of Department and Organisation:
 - 50% decrease of complains from other Departments/Organisations/externals entities (measured 1st of January 201X+ 2 years, counting all complains during 201X – 1 year vs 201X + 1 year).

Note: the baseline for measuring the benefits is the set of projects completed during 201X – 1.

6. TRAINING NEEDS AND ACTIVITIES

This project is considering the PM² users training as one of the project deliverables and it is structured in the following way:

- Training of all Project Managers, Business Managers and Project Core Team members (total of 20 people) to the level of PM² Certification Level 1 - PM² Certified;
- Training 5 Project Managers to the level of PM² Practitioner;
- Training Head of Department and Deputy Head of Department through the PM² for Management path.

The training courses are coordinated by the Business Manager and delivered by DTS. Special sessions are already available on Syslog for the Department's staff and an email from the Project Owner has been sent to all staff for registering in the courses. The training documentation will be delivered by DTS.

Appendix 1: References and Related Documents

ID	Reference or Related Document	Source or Link/Location
1	04.Project_Handbook.XYZ.11-11-2017.V.1.0.docx>	U:\METHODS\ProjectX\Documents\
2	Project folder	