



EUROPEAN MEDICINES AGENCY  
SCIENCE MEDICINES HEALTH

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## Network Portfolio Advisory Group

### Terms of Reference

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# 1. Role of the Group

The Network Portfolio Advisory Group:

- Ensures oversight of the portfolio and tracks the implementation of strategic and portfolio objectives;
- Supports the portfolio management approach by providing an informed opinion on topics of strategic importance and promotes strategic alignment;
- Attends all relevant portfolio ceremonies;
- Provides advice during epic development;
- NPAG Members can be allocated as a 'rapporteur' on a specific topic and attend topic-specific ceremonies thereby creating expertise around a specific topic.

# 2. Composition

Composition of the NPAG members is as follows:

- Three members of the EMA Management Board
- Three members of the Heads of Medicines Agencies (HMA) Group

# 3. Group appointment and renewal

The six NPAG members are nominated by EMA Management Board and by Heads of Medicines Agencies. EMA MB nominates three EMA MB NPAG representatives. HMA nominates three HMA NPAG representatives.

The NPAG members are appointed for a three-year period or until such time as they are no longer representatives of the Management Board, the Heads of Medicines Agencies group, or are replaced as the nominated representative by any of the aforementioned groups/bodies. Should a member be unable to attend ceremonies for a continuous period of 12 months, their membership shall terminate.

# 4. Performance and compliance

Every year, the EMA Agile Portfolio Office (APO) will measure board performance to determine performance and compliance with their own roles, responsibilities and terms of reference. If any gaps are identified, a board specific action plan shall be drafted, shared with the group and a board retrospective workshop facilitated by the APO will be organised.

Every two years, the NPAG must evaluate its compliance with board composition rules (rotation, members). This process is coordinated by the Agile Portfolio Office (APO) and the results should be shared with the EMA MB.

# 5. Meetings and Ceremonies

NPAG does not hold standing meetings, but "ad hoc" meetings may be organized if a need emerges. NPAG members attend the following Agile ceremonies:

- **Quarterly Strategic Portfolio Review:** this ceremony focuses on ensuring continuous strategic alignment, monitoring the future pipeline and understanding new developments in the Network environment.
- **Quarterly Strategic portfolio sync:** The Quarterly Strategic Portfolio Sync uses monthly Portfolio Sync information to report on the current status of delivery of the portfolio and provides visibility on how well the portfolio is progressing towards meeting its strategic and portfolio objectives.
- **System Demo:** The System Demo provides an integrated view of new Features for the most recent iteration delivered by all the teams in a Value Stream. Each system demo gives stakeholders an objective measure of progress during a Program Increment (PI).
- **Program Increment Planning (PI):** A PI Planning is organized quarterly per value stream to define the overall release plan for epics in the next quarter.

The Quarterly strategic portfolio review and quarterly strategic portfolio sync ceremonies will be co-chaired by the chair of the Portfolio Board and a member of the NPAG who is nominated by the NPAG membership.

## 6. NPAG Secretariat

The Secretariat is managed by the Agile Portfolio Office. This includes meeting organisation, tracking outcomes and tasks, and communication with NPAG members.