Towards an International Standard for Project Management

ISO-21500 Guide to Project Management

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Do we need another Project Management Guide?

Currently the following Bodies of Knowledge/guides exist:

- PMI – Program Management
- P3M3
- DIN – Project Management Standard
- PRINCE2
- P2M
- ANSI/PMI 99-001-2004
- BS6079
- APM BOK
- AFNOR Standards
- PMI - Project Portfolio Management
- PMI Unified Project Management Lexicon
- MSP
- OPM3
- P3M3
- DIN
What is ISO-21500 Guide to Project Management aimed at?

• Establishing an overarching global body of knowledge/guideline for Project Management
• Becoming a common platform which will become a reference baseline for the project management community and facilitate knowledge transfer and the harmonisation of principles, vocabulary and processes in existing and future Standards.
• It can be referenced by all types of organisations, regardless of their line of business, industry or sector, the service provided, or the product manufactured, who are involved in one or more projects, regardless of their size and complexity.

About ISO-21500 Guide to Project Management

What this guide is/will be/do
• Take account of latest developments in International Project Management
• Reflect the best that we all have to offer
• Does not nullify or negate existing standards
• Flexible enough to support differences
• Become a set of universally acceptable Project Management Principles
• Identify potential future standards
• Process oriented: “What”, not “How”

What this guide isn’t/won’t be
• A quick fix
• A silver bullet
• A cook book recipe for project success
• A new set of PM principles to replace or reinvent existing Project Management Standards of practice
• A text book on how to manage project
• A collection of tools and techniques
• Anything to do with certification/accreditation
• Program or Portfolio Management Standard
Benefits of ISO-21500 Guide to Project Management

It is expected that the new standard will provide the following key benefits to the project management community:

• Aid in the transfer of knowledge between projects and organisations resulting in improved project delivery.
• Facilitate more efficient tendering processes through the use of consistent project management terminology.
• Enable multi-national organisations to coordinate their project management processes and systems.
• Facilitate the mobility of project management personnel and their ability to work on international projects.
• Provide a framework which can be used as the basis for mapping of certification programs globally and therefore assist in their reciprocity.
• Provide a framework for project management generic principles and processes that could be built upon for the advancement of the project management profession.

Brief History of ISO-21500 Guide to Project Management

• Commenced Feb 2007 (Proposal 2006)
• UK proposed the standard
• Australia was one of the most active initiators
• Chair is British Standards Institute
• Secretariat is held by the American National Standards Institute (ANSI).
• SA is official representative for Australia
• 37 participating countries. 12 observers ~
Who is participating?

The development of ISO-21500 is undertaken by the ISO/PC236 Committee comprising:

- USA (ANSI)
- Canada (SCC)
- United Kingdom (BSI)
- Netherlands (KNV)
- Germany (DIN)
- Belgium (NBN)
- France (AFNOR)
- Portugal (PQG)
- Ireland (NSAI)
- Switzerland (SNV)
- Austria (ÖNORM)
- Italy (UNI)
- Norway (NBN)
- Denmark (DS)
- Finland (SFN)
- Czech Republic (CEN)
- Greece (ELOT)
- Hungary (MSZ)
- Sweden (SIS)
- Russian Federation (GOST R)
- Korea (KATS)
- Japan (JISC)
- Singapore (SPC)
- Malaysia (SMM)
- Hong Kong, China (TC445/SC81)
- Australia (SAA)

About ISO-PC236

- Develop an over arching PM Standard (limited to 50 pages?)
  - IS 21500 Guide to Project Management
- Base Document is BS6079
  - Only a starting point
  - PMBOK Chapter 3 “PM processes” is strongly influencing the committee
- Thirty Seven (and growing) member nations with several observers
  - Very knowledgeable and dedicated delegates
- Authorities
  - Delegates are selected by the Standards Organisation in their home country
  - Each delegation has one vote regardless of the number of delegates
- Most ISO Delegates have substantial mirror committees in their home country
  (anticipated that around 1500+ experts are involved)
  - Represent a wide variety of organisational sectors and areas of application
  - Source of knowledge
  - Mechanism for generating national interest
  - Mechanism for disseminating knowledge to their respective nations
- Considerable global interest in the development of the standard
- PMI is fully and substantially invested in the endeavour
Structure of ISO Committee and Working Groups

ISO/PC 236
Committee Chair - BSI
Secretary - PMI

Chairman Advisory Group (CAG)

Working Group 1 (WG 1) Terminology
Convener ANZIE

Working Group 2 (WG 2) Processes
Convener DIN

Working Group 3 (WG 3)
Informative Guidance
Convener BSI

IPMA is a key referral organisation

Structure of Australian MB12 Committee and Working Groups

ISO/PC 236 MDE Committee
Chair: Nevens Mous

Chairman Advisory Committee (CAC)
Committee Chair, Dep. Chair, WG
Convenors, Research Assistant, Advisor,
Support, Other Experts
Secretary: Je-Anne Harrison

Working Group 1 (WG1) Terminology
Convener: Pat Weaver

Working Group 2 (WG2) Processes
Convener: Rob John

Working Group 3 (WG3)
Informative Guidance
Convener: Avilek Tubbit

Public Consultation Panel
Convener: Je-Anne Harrison
Australian Committee Structure

Members of Committee MB-12 Project Management
Australian Computer Society
Australian Cost Engineers Society
Australian Industry & Defence Network
Australian Institute of Project Management
Australian Institute of Quantity Surveyors
Australian Performance Management Association
Department of Defence
Engineers Australia
IT-030 ICT Governance and Management, Project Management Institute.

Scope of ISO-21500

The standard is focused on 3 areas:

- Terminology
- Processes
- Informative Guidance
Progress of ISO WG1
Terminology

Using ANSI’s Glossary as base document ISO WG1 has undertaken the following:

• **Setup some rules, e.g.**
  - minimize # of words,
  - no country, language or industry specific terms, etc.

• **Defined glossary inclusion process with three (3) sub-steps**
  - Identification
  - Definition
  - Translatability

• **Established Process Models and worksheets.**

Progress of ISO WG2
Processes

• A number of national standards were considered to define processes but in the end the following were used:
  - UK: BS 6079-1: 2002
  - Germany: DIN 69901-2 PM Process Model

• **Setup some rules, e.g.**
  - Do not negate nor nullify any existing national or regional standard
  - Focus only on single projects
  - Assume project START at project authorization
  - Assume project END at acceptance of deliverables and completion of closure activities
  - Avoid acronyms
  - Categorize processes in five groups:
    - Initiating + Planning + Executing + Monitoring & Controlling + Closing
    - Address “What-to-do” for most projects, most of the time; not “How-to-do”
    - Define processes by Purpose, Definition, Inputs, suggested Methods & Tools, and Outputs
Progress of ISO WG2
Processes (cont’d)

- Identified an initial 110 project management process.
- 110 initial processes reduced through consolidation, and editing to 45 processes
- First Draft of standard showing 45 Processes was completed and submitted for review.

Progress of ISO WG3
Informative Guidance

Purpose of WG3 is to define the scope for the standard and explain the link between projects and the business/organisational context in which they exist.

- A draft Table of Contents has been compiled by WG3.
- Areas of linkage with the wider business context have been agreed and their content drafted and circulated for review as part of the draft standard:
  1. Project Life Cycles
  2. Benefits, Realisation, and Measurement of Project Success
  3. Competencies
  4. Project Organisational Structure, Roles, and Responsibilities
  5. Organisational Strategy and Opportunity Identification
  6. Project Governance
  7. Project Environment
Progress to date and Timeline

WE ARE HERE

Achieved 2010

Proposed schedule (Final stages)

<table>
<thead>
<tr>
<th>DIS date</th>
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</thead>
<tbody>
<tr>
<td>Submit to ISO for DIS</td>
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<tr>
<td>Early Dec 2010</td>
</tr>
<tr>
<td>ISO processing, AFNOR translation, NB five month review, then PC236 Secretary compilation and distribution of comments</td>
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<tr>
<td>DIS plenary</td>
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<tr>
<td>Feb 2012</td>
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<tr>
<td>Creation of final draft</td>
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<tr>
<td>Submit to ISO for FDIS (up to 18 months after DIS allowed)</td>
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<tr>
<td>Feb-June 2012</td>
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<tr>
<td>ISO processing, NB voting, ISO preparation for publication</td>
</tr>
<tr>
<td>21500 publication, PC closed (up to 6 months after FDIS allowed)</td>
</tr>
<tr>
<td>July-December 2012</td>
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Scope of Standard

This Standard places projects in the context of programmes and project portfolios. It does not provide detailed guidance on the management of programmes and project portfolios. Topics pertaining to general management disciplines are addressed only as they relate to project management.
Scope of Standard

Table 1 - Project management processes cross-referenced to Process and Subject Groups

<table>
<thead>
<tr>
<th>Subject Groups</th>
<th>Process groups</th>
<th>Controlling</th>
<th>Closing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integration</td>
<td>Initiating</td>
<td>Planning</td>
<td>Implementing</td>
</tr>
<tr>
<td></td>
<td>4.3.2 Develop Project Charter</td>
<td>4.3.3 Develop Project Plans</td>
<td>4.3.4 Direct Project Work</td>
</tr>
<tr>
<td>Stakeholder</td>
<td>4.3.9 Identify Stakeholders</td>
<td>4.3.10 Manage Stakeholders</td>
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<tr>
<td>Scope</td>
<td>4.3.13 Define Activities</td>
<td>4.3.15 Establish Project Office</td>
<td>4.3.16 Develop Project Team</td>
</tr>
<tr>
<td>Resource</td>
<td>4.3.16 Estimate Resources</td>
<td>4.3.17 Define Project Organization</td>
<td>4.3.18 Control Resources</td>
</tr>
</tbody>
</table>

Scope of Standard

Figure A.3: Implementing process group processes
Public consultation

- Now until August
- Tweaking more than major changes
- Public invited to make comments.
- MB12 Committee summarise and forward to ISO committee
- Used A.nnotate - http://a.nnotate.com for the process
Public consultation

- Go to www.mb12.org.au
- Click on Public Consultation
- Fill in the details
- You will receive an email with details of how to comment
  - Allow a couple of days – we are all volunteers!

Public Consultation Process
In the April 2011, subject to approval by ISO, members will happen will be advised to those who wish to part to our list. Click here to subscribe.
As these comments are gathered and collated by the Project Managers. If you are not from Australia, you

The future

- ISO have approved the formation of a Technical Committee
- TC’s look after an industry – Project Program & Portfolio Management
  - Looking to develop a Standard for Program Management next
- Standards Australia will consider making ISO 21500 into an Australian Standard on publications
- MB12 committee likely to evolve into a TC to maintain Australian involvement
Questions Please

Contacts

- General info on project:
  - Committee Chair: Neveen Moussa – nmoussa@skm.com.au
  - Patrick Weaver (WG1) – patw@mosaicprojects.com.au