



**STANDARDS
Australia**

Towards an International Standard for Project Management

ISO

ISO-21500 Guide to Project Management

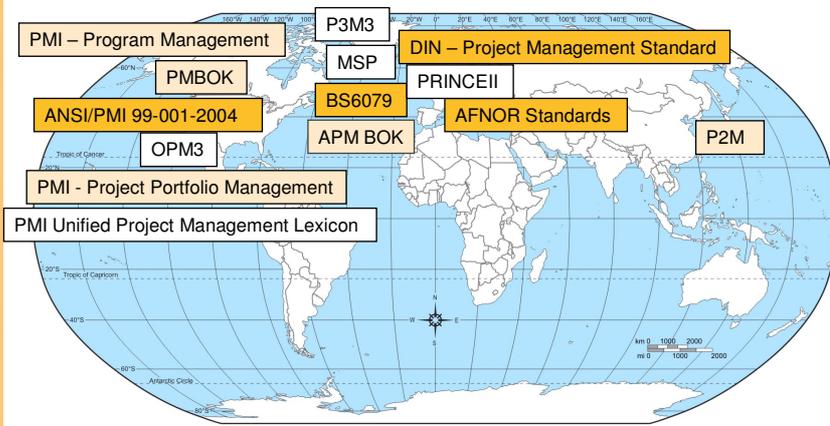
Patrick Weaver PMP
WG1 Convener - Australian Delegation to ISO/PC236
Representing Standards Australia



Do we need another Project Management Guide?

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Currently the following Bodies of Knowledge/guides exist:



- PMI – Program Management
- P3M3
- DIN – Project Management Standard
- PMBOK
- MSP
- PRINCEII
- ANSI/PMI 99-001-2004
- BS6079
- AFNOR Standards
- OPM3
- APM BOK
- P2M
- PMI - Project Portfolio Management
- PMI Unified Project Management Lexicon



What is ISO-21500 Guide to Project Management aimed at?



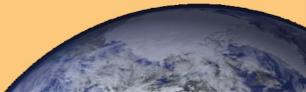
- Establishing an overarching global body of knowledge/ guideline for Project Management
- Becoming a common platform which will become a reference baseline for the project management community and facilitate knowledge transfer and the harmonisation of principles, vocabulary and processes in existing 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	What this guide isn't/won't be
<ul style="list-style-type: none"> • 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" 	<ul style="list-style-type: none"> • 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:

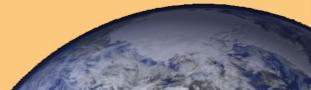
- Aid in the **transfer of knowledge** between projects and organisations resulting in improved project delivery.
- Facilitate more efficient tendering processes through the use of **consistent project management terminology**.
- Enable multi-national organisations to **coordinate** their project management **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**.

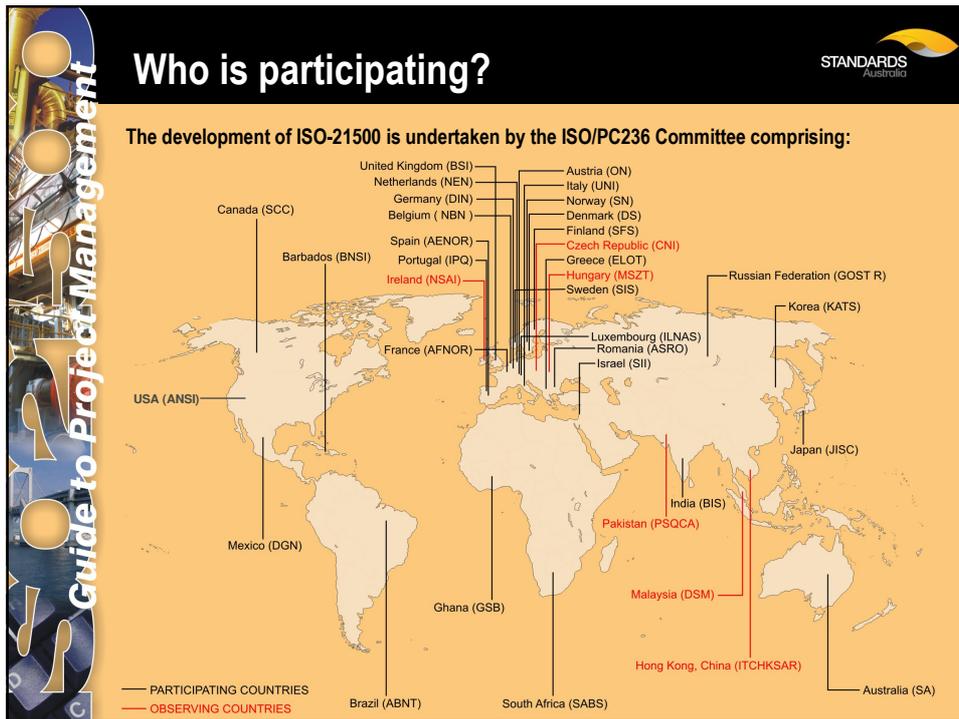



Brief History of ISO-21500 Guide to Project Management

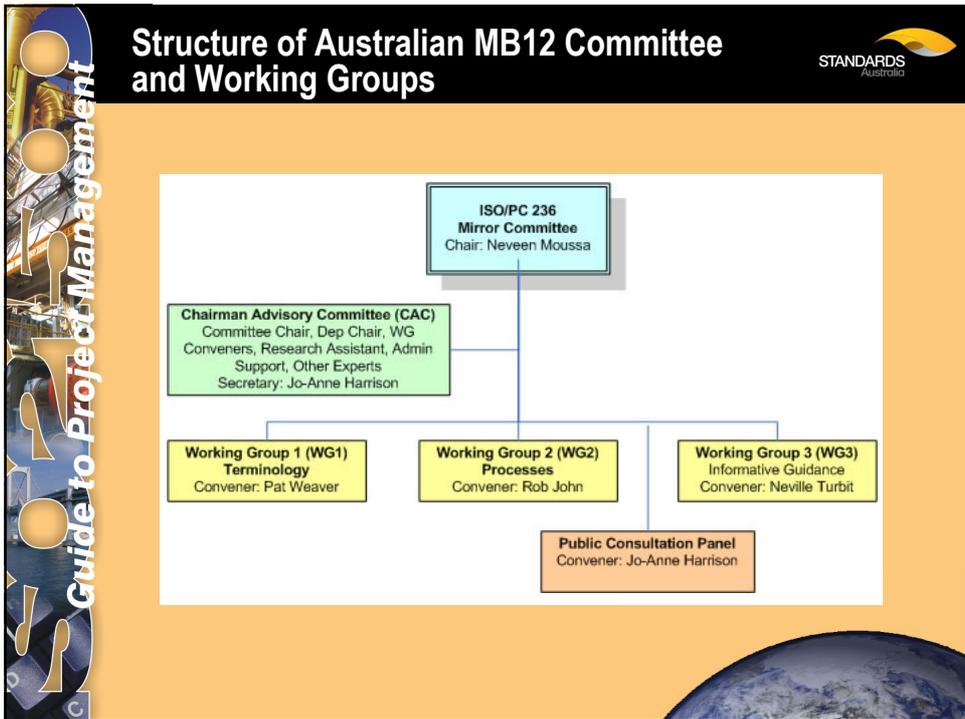
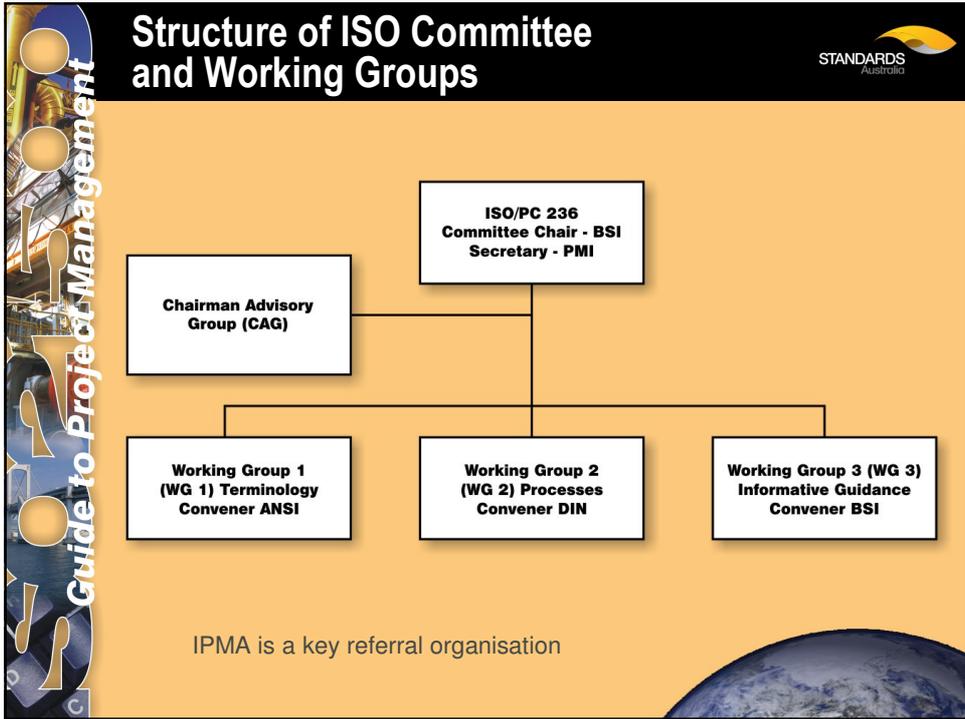


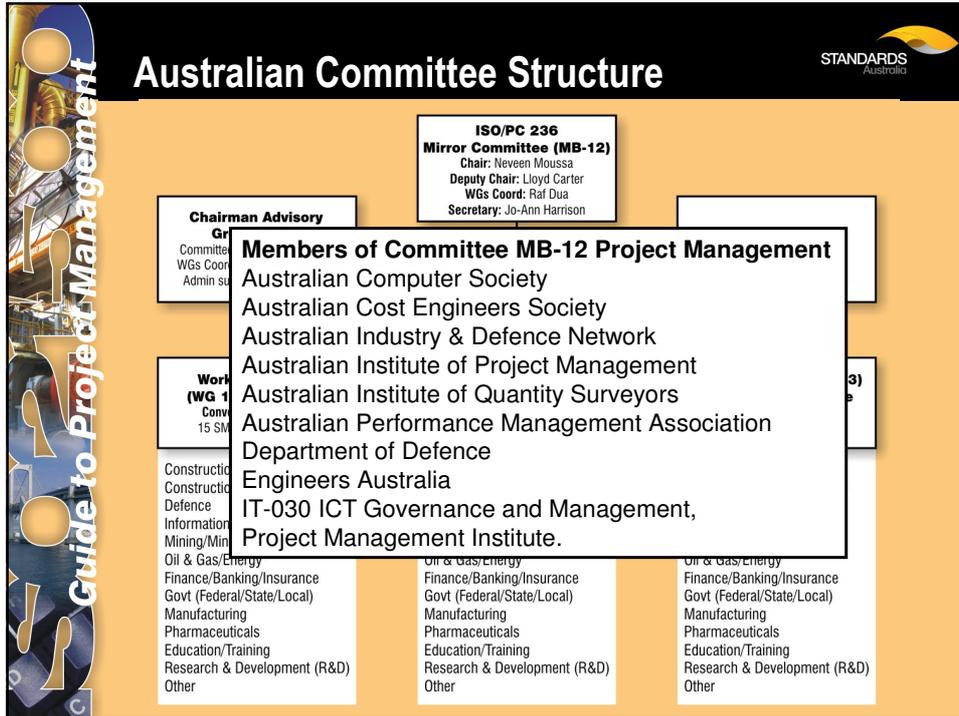
- Commenced Feb 2007 (Proposal 2006)
- UK proposed the standard
- Australia was one of the most active initiators
- Chair is **British Standards Institute**
- Secretariat is held by the **American National Standards Institute (ANSI)**.
- **SA** is official representative for Australia
- **37** participating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





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- 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**





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Scope of ISO-21500

The standard is focused on 3 areas:

- Terminology
- Processes
- Informative Guidance

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Progress of ISO WG1 Terminology



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

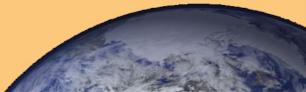
- **Setup some rules, e.g.**
 - minimize # of words,
 - no country, language or industry specific terms, etc.
- **Defined glossary inclusion process with three (3) sub-steps**
 - Identification
 - Definition
 - Translatability
- **Established Process Models and worksheets.**




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
 - USA: ANSI/PMI 99-001-2004 PMBOK® Guide Chapter 3
- **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.

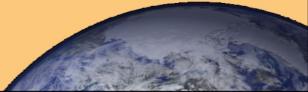


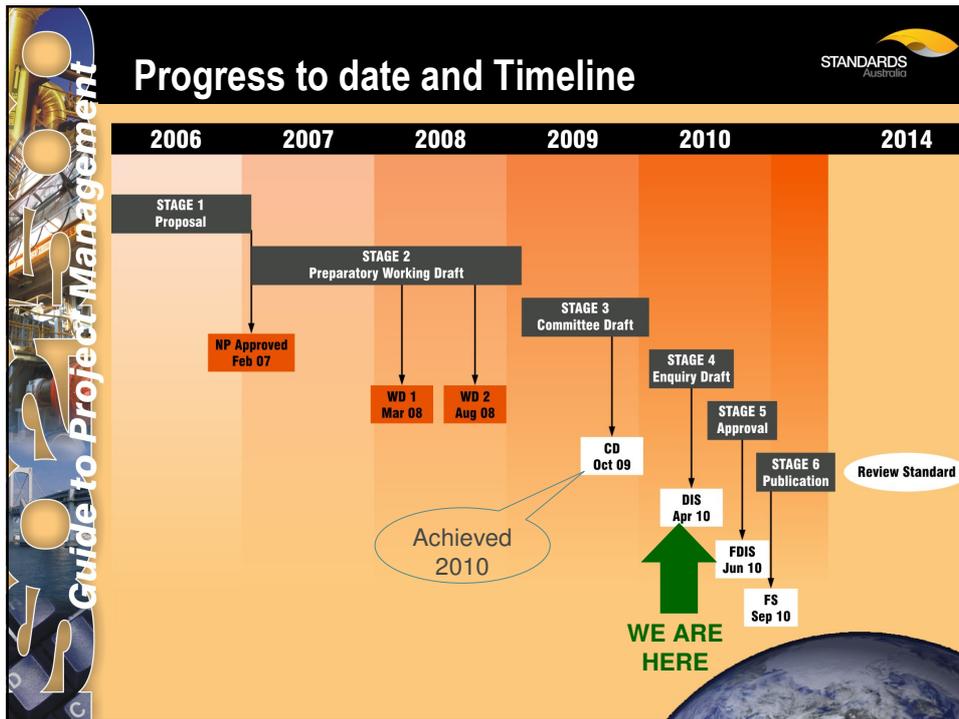
Progress of ISO WG3 Informative Guidance



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





Proposed schedule (Final stages)

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	DIS date
Submit to ISO for DIS	Early Dec 2010
ISO processing, AFNOR translation, NB review, then PC236 Secretary compilation and distribution of comments	
DIS plenary	Feb 2012
Creation of final draft	
Submit to ISO for FDIS (up to 18 months after DIS allowed)	Feb-June 2012
ISO processing, NB voting, ISO preparation for publication	
21500 publication, PC closed (up to 6 months after FDIS allowed)	July-December 2012

Guide to Project Management



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.

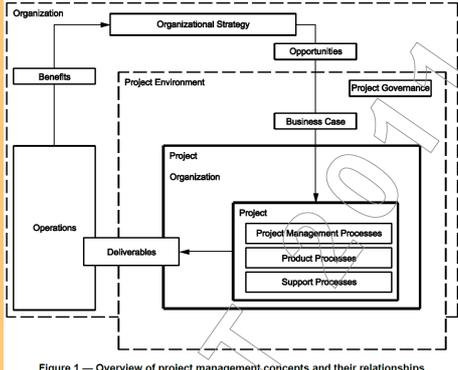


Figure 1 — Overview of project management concepts and their relationships

Guide to Project Management



Scope of Standard

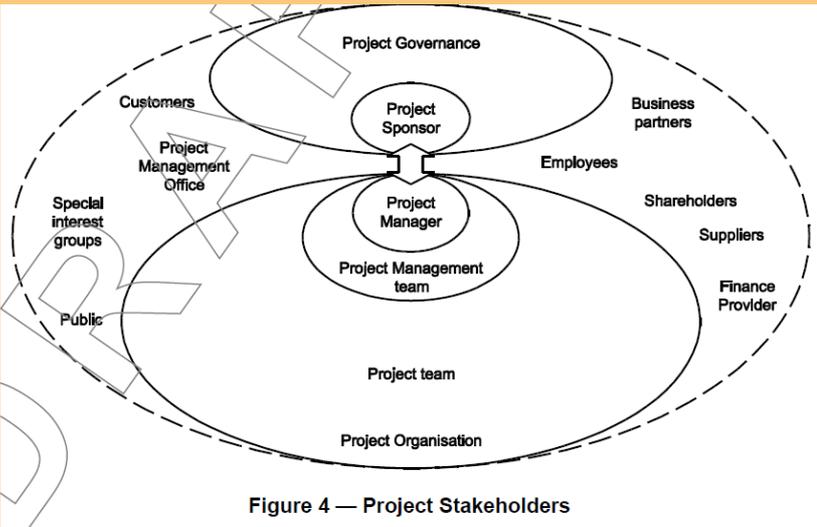


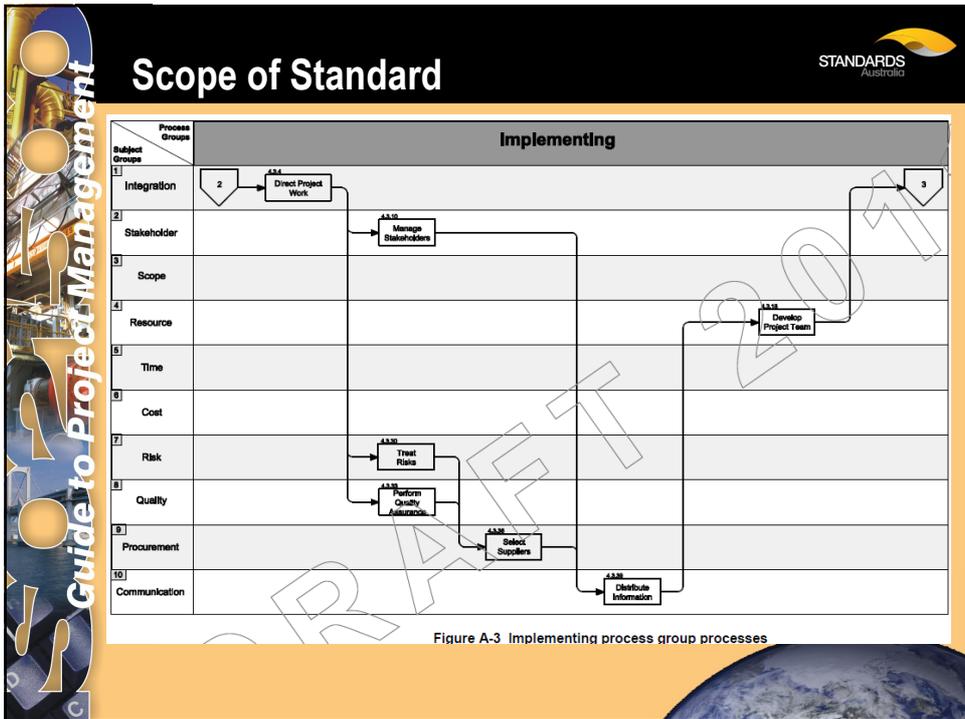
Figure 4 — Project Stakeholders

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Scope of Standard

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

Subject Groups	Process groups				
	Initiating	Planning	Implementing	Controlling	Closing
Integration	4.3.2 Develop Project Charter	4.3.3 Develop Project Plans	4.3.4 Direct Project Work	4.3.5 Control Project Work. 4.3.6 Control Changes	4.3.7 Close Project Phase or Project 4.3.8 Collect Lessons Learned
Stakeholder	4.3.9 Identify Stakeholders		4.3.10 Manage Stakeholders		
Scope		4.3.11 Define Scope 4.3.12 Create Work Breakdown Structure 4.3.13 Define Activities		4.3.14 Control Scope	
Resource	4.3.15 Establish Project Team	4.3.16 Estimate Resources 4.3.17 Define Project Organization	4.3.18 Develop Project Team	4.3.19 Control Resources 4.3.20 Manage Project Team	







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

A.nnotate

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ISO_DIS_21500_E_pdf turbil, Apr 11, 44 Pages

ISO/DIS 21500

Introduction

This International Standard provides guidance for project management that are important for and have implications for the development of project management standards and practices with those of others; and

constitute operational roles rather than these roles, comment on this standard

Government agencies engaged in asset creation do so through the notion of portfolio management over an annualised planning horizon. Portfolio and sub portfolio managers and the notion of Portfolio Management Office (PMO) are therefore as relevant as project and programme. In my humble opinion all PM managers should be referenced.

guest Wed Jul 10

- senior managers and project team members so that they may have a common base of comparison of their project standards and practices with those of others; and
- project managers and project team members so that they may have a common base of comparison of their project standards and practices with those of others; and
- developers of national or organizational standards for use in developing project management standards, which are consistent at a core level with those of others.

This International Standard is not intended to:

- replace a national standard or be used as such; or
- be used in any way for certification or regulatory purposes.

1 Scope

This International Standard provides overarching guidance for project management.

Suggestion applied to... guest Sun Jul 10

Standard may be used by any type of organization, including public, private or community



Public consultation

- Go to www.mb12.org.au
- Click on Public Consultation
- **Public Consultation Process**

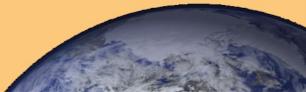
In the April 2011, subject to approval by ISO, members will be advised to those who wish to participate in our list. [Click here to subscribe.](#)

As these comments are gathered and collated by the Project Managers. If you are not from Australia, your comments will be forwarded to the relevant ISO member.
- Fill in the details
- You will receive an **email** with details of how to comment
 - Allow a couple of days – we are all volunteers!



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



More info?



Questions Please

Contacts

- **General info on project:**

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

