

Dear Stakeholder,

*MB012- Project Management Standard Committee would like to thank all stakeholders for their input into the review and drafting of the Standard in 2008. We also wish members a very prosperous 2009.*

As you are aware a project committee, International Standards Organisation Project Committee (ISO/PC236) Project Management, was established in February 2007 to develop ISO 21500: *Guide to Project Management*. The Committee is chaired by British Standards Institute (BSI), and the secretariat is held by the American National Standards Institute (ANSI). Membership of the Committee is by 35 participating countries and each member nation receives one vote.

Standards Australia as the official standards body has been invited by ISO to participate in this initiative and has become a participating member and set up a national mirror committee MB012- Project Management to provide the Australian input into the development of ISO 21500 *Guide to Project Management*. Membership of MB012 has been by nomination from major national associations representing the project management profession (for more information on ISO and Australian Mirror Committees structure refer to the document "*Australian Supporting Structures Governance, Roles and Responsibilities*" available through your Working Group Convener).

The schedule, recently changed, is for the ISO/PC236 Committee to meet twice a year for discussion and voting purposes according to the following timeline (dates indicate completion):

- ~ Develop Working Drafts – June 08 to June 09
- ~ Develop Committee Drafts – November 2010
- ~ Develop Enquiry Draft (Draft International Standard) – November 2011
- ~ Develop Final Draft International Standard – January 2012
- ~ Update and Launch International Standard – June 2012

Primary responsibility for the development of the Working Drafts rest with the Subject Matter Experts who comprise the international delegations to ISO/PC236. Support was solicited from the Australian mirror committee and its working groups in the development of the current Working Drafts. However, it's only at the commencement of the Committee Draft development stage that the national mirror groups become extensively involved. Comments will be also be solicited from the broader project management community at the time of the initiation of the Enquiry Draft where an extensive public consultation exercise will be conducted to ensure wider buy into the Standard.

The ISO/PC 236 Committee met three times since its inception.

As a stakeholder, in the development of ISO 21500 *Guide to Project Management* we would like to share the outcomes of the meetings with you.

## **Inaugural Meeting – United Kingdom, November 2007**

The inaugural meeting was held in London in late October 2007, and attended by representatives 14 of the 23 countries who had initially voted to be involved in the development of the Standard. The objective of the meeting was to provide an opportunity for member nations to present their views on the objectives and scope for the new Standard and to initiate a first Working Draft (WD1).

Standards Australia was represented at the inaugural meeting of ISO/PC236 by the Chair of the Australian Mirror Committee MB012-Project Management, Dr Neveen Moussa, and Deputy Chair Lloyd Carter. Australia contributed a presentation which focused on a high level summary of Australia's comments on the scope document issued by ISO and to address key recommendations from the Australian Mirror Committee on scope and objectives. The Australian delegation also addressed other standardisation efforts in the field of Project Management in Australia such as the Australian Institute of Project Management Professional Competency Standards as well as the AS 4817 Earned Value Standard and efforts by Standards Australia toward developing a Project Management Terminology Standard.

Significant progress was made at the meeting on mapping the terminology, processes and informative guidance that will constitute the new Standard. Work has subsequently continued remotely within ISO/PC 236 since the meeting. WD1 was expanded upon and the: table of contents, scope statement, glossary of terms and project processes were prepared and circulated for comments to national mirror committees and updated accordingly.

## Second Plenary Meeting – United States of America, April 2008

The second plenary meeting of ISO/PC236 was held in Washington DC in April 2008. Seventy eight representatives from 20 countries were present. Australia was again represented by the Chair and Deputy Chair of MB012- Project Management, Neveen Moussa and Lloyd Carter. The primary focus of the meeting was to address comments from national mirror committees on ISO Working Draft 1.

Several significant redirections to WD 1 were made during this meeting resulting in the necessity of a second working draft, WD 2. The activities of the ISO/PC236 Working Groups during the Washington meeting are described below.

ISO/PC236 Working Group 1 (ISO/WG1), working on the terms and glossary, has resolved that the definitions in ISO 21500 will not address the entirety of project management terms but only those contained in the body of the standard.

ISO/PC236 Working Group 2 (ISO/WG2), addressing the project management processes structured itself into four subgroups each addressing different aspects of some 44 selected project management processes. Work commenced during the meeting on the definition of the processes and the identification of inputs and outputs for each process. The aim of WG2 is to provide all encompassing but concise descriptions for the selected 44 processes.

ISO PC236 Working Group 3 (ISO/WG3) is responsible for the scope and context of the standard. ISO WG3 made some significant progress in Washington DC and agreed to utilise annexes to describe the contextual aspects of project management in order to keep the body of the Standard document concise. The Annexes suggested (later streamlined) included: Project life cycle description, Programme and Portfolio Management, Project and Organisation structure, high level description of project management team competencies and project governance.

Upon Completion of WD 2 it was submitted to the Australian Mirror Committee and its Working Groups for review and comment. The Australian comments were collated and submitted to the ISO PC/236 committee and were addressed in the development of further drafts of the Standard. This development is scheduled to continue within ISO/PC 236, the national mirror committees and where applicable national working groups worldwide until the various drafts and the final International Standard are accomplished.

## Third Plenary Meeting – Germany, November 2008

The third plenary meeting of ISO/PC236 was held in Germany in November 2008. Seventy eight representatives from 20 countries were present. Australia was again represented by the Chair and Deputy Chair of MB012- Project Management, Neveen Moussa and Lloyd Carter. At the opening of the meeting the project committee was informed that due to the unexpected complexity this project and the magnitude of the feedback on WD2, it will be necessary to develop a third working draft, WD3 which in turn necessitates a schedule extension for the completion of the project. ISO 21500: Guide to Project Management Standard is now expected to reach completion in June 2012, a schedule delay of one year.

The growth of PC236 is continuing and it currently has 124 representatives from 35 countries although not all representatives attend all meetings. The meeting in Germany had four primary objectives:

- ~ Break into WG1/2/3 working groups to consider responses to feedback on WD2.
- ~ Coordinate Clauses 4 & 5 which were perceived to be disjointed in most of the feedback comments.
- ~ Streamline the Annexes.
- ~ Draft revisions to ISO 21500 for a third working draft, WD3.

The objectives were substantially achieved with work continuing on WD3 with an anticipated completion date of the first week of February 2009.

The fourth plenary meeting of ISO/PC236 will be held in Japan in June 2009. It is anticipated that a Committee Draft (CD) will be compiled on in Japan. Extensive consultation on the CD will occur with all national mirror committees and associated working groups. This will provide a 3 month period for review, feedback and consultation to occur.

# ISO 21500: Guide to Project Management

## What's next?

ISO/PC236 Committee is currently working on collating Working Draft 3 (WD3) which is an updated draft reflecting the comments/feedback received on WD2. WD3 will be issued to the Australian Working Groups for review in February 2009. Comments from all participating nations will be collated and edited and presented in June at the next plenary meeting for consideration as a first Committee Draft.

## What does the Standard Working Draft 3 look like?

Currently, Working Draft 3 of ISO 21500 consists of seven sections: an introduction, five clauses (ISO language meaning section), and two informative annexes. A brief description of each follows:

- ~ *Introduction*: This section is a brief introduction to the standard, identifying its intended purpose and target audience and emphasising that it is not intended to replace or nullify any existing national, regional, or organisational standards. Instead, it is intended to serve as a reference document to provide guidance for the development of such standards.
- ~ *Clause 1, Scope*: This clause provides high-level descriptions of the concepts and processes that are considered to form good practices in project management and describes what the standard includes and excludes in its content.
- ~ *Clause 2, Normative References*: This clause identifies normative references which are reference documents that are not part of the standard but are deemed important and useful in applying the standard. Normative references will be added to the standard by the ISO/PC236 Editing Committee (composed of representatives from each Working Group), with input from ISO/PC236 subject matter experts.
- ~ *Clause 3, Terms and Definitions*: This clause defines the project-specific terms used in the standard, and also ensures that the terms and words used can be translated into various languages without losing the intended meaning. This effort is being accomplished by ISO/PC236 Working Group 1.
- ~ *Clause 4, Project Management Concepts*: This clause addresses overall concepts in project management by providing general information project concepts internal to the project, project concepts external to the project, and competencies. Competencies are addressed only in general terms for reference, since the subject of project management competencies is beyond the scope of this standard. This effort is being accomplished by ISO/PC236 Working Group 3.
- ~ *Clause 5, Project Management Processes*: This clause identifies the generally accepted project management processes that should be considered when developing standards and performing projects. Each process includes a statement of purpose, a brief description, and the primary inputs and outputs. Starting with 110 processes identified at the London meeting in 2007, the total identified in the present Working Draft has been reduced to 39 high-level processes. For ease of use and readability, the processes are mapped to 5 process areas (Initiating, Planning, Implementing, Controlling, and Closing) and 10 subject groups (Integration, Stakeholder, Scope, Resources, Time, Cost, Risk, Quality, Procurement, and Communication). This effort is being accomplished by ISO/PC236 Working Group 2.
- ~ *Informative Annexes*: Informative annexes are not part of the standard but contain general information with regard to project management that may be useful in applying the standard. These are similar to the normative references noted above, but instead of being external documents, they contain information developed by the subject matter experts working on the standard. Out of the initial work at and subsequent to the London meeting in 2007, there were seven informative annexes. By consolidating and simplifying the annexes and the text in the clauses of the standard since that time, that number has been reduced to two. One annex addresses informative project concepts internal to the project boundaries, such as life cycles, roles and responsibilities, and constraints. The other annex addresses those concepts external to the project boundaries, such as project portfolio management, program management, and the link between projects and the organization. As with Clause 4 above, this effort is being accomplished by ISO/PC236 Working Group 3.

## Funding Request

Each year, the Department of Innovation, Industry, Science and Research (DIISR) provides, as part of its grant to Standards Australia, funds to assist selected delegates from accredited Standards Development Organisations (SDOs) to participate on Australia's behalf in international standardisation activities. These funds are provided as part of the Government's commitment to the development and adoption of International Standards, as well as the government's obligations under the WTO agreement on Technical Barriers to Trade.

The grant is intended to supplement funds from other sources since it is expected that other Australian organisations will also provide practical support for international standardisation activities and contribute to the cost of participation. This puts the onus on the committee to identify and contact those stakeholders in the Australian project management community who may be willing to provide support for standardisation initiatives. Such sources are not only necessary but are also pragmatic in that the willingness of the external organisation to provide funds is indicative of the degree to which these organisations feel the standard is beneficial to their endeavors.

Resources from external organisations may be provided to directly support a particular activity such as hosting an International Standards meeting in Australia, providing administrative support for the committee, covering advertising costs and covering the expenses of the Australia Delegation to attend international ISO meetings.

The ISO 21500 *Guide to Project Management Standard* when completed will benefit the Australian project management community by aiding in the transfer of knowledge between projects and organisations resulting in improved project delivery through the application of widely recognised and accepted good practices in Project Management.

We respectfully request that all stakeholders assess the willingness of their respective organisations to provide support for this important initiative. Specific benefits will be provided to supporters depending of level of support and should be discussed with the contacts below.

Please contact Neveen Moussa, Lloyd Carter or Patrick Weaver in response to this request.

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