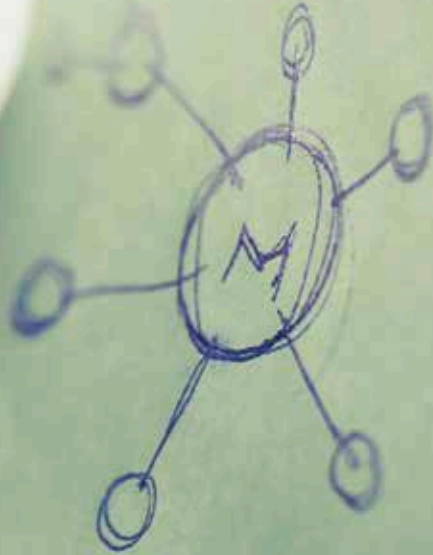# Project Management Methodology

Roles, responsibilities and capability requirements

1. General

This document describes the responsibilities and capability requirements for the different roles identified within the Project Management Methodology (PMM) concept (see **Table 1**). The role of the Proposer is not covered since it is not an official role within the ISO system.

		Stage								
		NP	Drafting, DIS & preparation of final text				Pub.	Continuous process		
			Planning							
	Task	Proposal	Draft project plan	Detailed project plan	Developing the project	Controlling	Lessons learned	Portfolio management	Project management	Committee management
Role	Proposer	R	R							
	Committee Manager	C	C	R		R	R	R	R	R
	Project Leader/ Convenor; Chair	C	C	C	R	C	C	C	C	C
	Committee and/or WG a)				C		C	C	C	C
	ISO TPM	The ISO Technical Programme Manager (TPM) provides support and guidance at all stages and for each role and ensures the ISO/IEC Directives are followed								

R = Responsible | C = Cooperation

Table 1 – Responsibilities matrix.

NOTE : **Cooperation** does not imply a secondary role nor passivity. For instance, the Project Leader has a key role to play in drafting a project plan due to her/his availability to deliver the draft. **Responsible** means triggering the activities, making sure the tasks are performed, organizing the inputs of the different roles.

a) depending on the development step and if the project is allocated to a WG or not.

2. Roles, responsibilities and capability requirements within the ISO Project Management Methodology

2.1. General

See **Table 2** for the PMM roles described in clause 2 and their allocation within the ISO system.

Committee level		
Committee Manager (**2.2**)	Chair (**2.3**)	
WG/Project level		
WG-Secretary (optional role) (**2.4**)	Convenor (**2.5**)	Project Leader (**2.6**)

Table 2 : PMM roles within the ISO system.

The capability matrix in **Table 3** shows the required fulfilment level for the core capabilities for each role. Clauses **2.2** to **2.6** give a more detailed description of the capability requirements to support the core capabilities shown in **Table 3**.

Role \ Capability	Project management	Committee management	Standardization competence[a]	Technical competence[b]	Leadership competence
Committee Manager	+++	+++	+++	o	++
WG-Secretary[c]	++	++	++	o	o
Chair	+	+	+	++	+++
Convenor	++	+	o	++	+++
Project Leader	++	o	o	+++	++

capability increases

o   +   ++   +++

o no specific capability
+ basic capability
++ enhanced capability
+++ substantial capability

Table 3 – Core capability matrix.

a) ability to apply standardization knowledge and skills to achieve intended results

b) ability to apply knowledge and skills related the sector covered to achieve intended results

c) if not available, the Committee Manager shall insure these capabilities are available at the WG or project level (cf. introductory part of **2.4**).

2.2. Committee Manager

Responsibilities:

- manage the project portfolio of the committee
- monitor workload of the assigned committee, if needed in cooperation with the Chair
- propose priorities for work items to the committee
- check content of NP form (clarity, comprehension, completeness, etc.) and if needed, discuss with the Proposer before launching the NP ballot
- draft the project plan (in cooperation with Proposer, Chair, Project Leader/Convenor)
- create basic conditions and structures for effective work
  - ‣ propose, in cooperation with the Chair, to assign work items to the relevant Working Group (possibly to be created)
  - ‣ ensure effective decision-making (when possible, take decisions by correspondence between meetings and ensure timely distribution of documents before a committee meeting – avoid delaying the project by waiting for a meeting to take decisions)
- advise experts on application of ISO/IEC Directives and official procedures
- proactively and frequently monitor, measure and control project progress against the project plan (for whole committee portfolio)
- take or propose preventive and corrective actions on portfolio and on projects to meet the agreed target dates and ensure efficient development of projects, in accordance with the stakeholders' needs
- prepare committee meetings and ensure timely implementation of the meeting outcomes
- prepare and manage committee documents
- support the Chair (and as appropriate the Convenor and/or the Project Leader)

Capability requirements:

Project management competence:
- analytical competence
- communication skills
- problem-solving skills
- self-organization skills
- structured working method
- networked/systematic thinking

Committee management competence:
- precise phrasing of discussions and decisions
- technical literacy (ability to follow, understand and learn from technical discussions)
- be proactive
- open-mindedness
- ability to motivate others

Standardization competence:
- substantial knowledge of ISO/IEC Directives and processes
- IT savvy (e. g. MS Office, ISO IT-Tools)

Leadership competence:
- impartiality
- cultural intelligence (e.g. knowing how to address experts from different cultures)

2.3. Chair

Responsibilities:

- identify priorities, market and stakeholders' expectations and assess the committee's available resources for planning coordination
- assess the potential risks related to a project, helping identify potential obstacles to its development (consensus, market divergences etc.)
- support the WG activities to reach consensus – e. g. the Chair could join a WG meeting to recall objectives, vision, etc. and help the WG to move forward
- assist with drafting the project plan in cooperation with the Committee Manager

Capability requirements

Leadership competence:
- feedback skills
- ability to motivate others
- ability to collaborate and negotiate
- adaptability
- impartiality
- communication skills
- cultural intelligence (e.g. knowing how to address experts from different cultures)

Technical competence:
- know the subject, the sector and market needs

Project management competence:
- structured working method
- networked/systematic thinking

Standardization competence:
- basic knowledge of standardization processes and rules

Committee management competence:
- open-mindedness
- listening ability/ mediate between opinions

2.4. WG Secretary (optional role)

The role of the WG Secretary is not mandatory and it is up to the National Body confirming the Convenor to propose a WG Secretary who would support the Convenor in the below activities. The WG Secretary may be provided by another National Body.

A WG Secretary is recommended to support the Convenor/Project Leader(s).

When there is no WG Secretary, the Committee Manager shall ensure responsibilities are allocated to the Convenor and Project Leaders.

In most of the situations where there is no WG Secretary, the Committee Manager will support and guide the Convenor and Project Leaders on the ISO/IEC Directives and on project management.

In addition to the description in **2.5**, the Convenor will take responsibility for document management and meeting preparation, using ISO-IT applications.

2.4. WG Secretary (optional role)

Responsibilities

- ensure that the draft respects the ISO/IEC drafting rules
- create the basic conditions for effective work (support to Convenor and experts, proactivity and timeliness of actions, with well-prepared WG meetings, i.e. sorting comments to make sure the most critical will be addressed first, etc.)
- advise experts on application of ISO/IEC Directives and official procedures
- prepare WG meetings and their timely follow-up
- prepare documents and manage their distribution to the WG members
- keep track of the project plan: proactively and frequently monitor, measure and control project progress against the project plan to ensure project development within the agreed time frame
- frequent communication with Committee Manager
- assist the Committee Manager in drafting the project plan
- support the Convenor

Capability requirements

Project management competence:
- analytical competence
- communication skills
- problem-solving skills
- self-organization skills
- structured working method
- networked/systematic thinking

WG management competence:
- precise phrasing of discussions and decisions
- be proactive
- open-mindedness
- ability to motivate others
- impartiality

Standardization competence:
- enhanced knowledge of ISO/IEC Directives and processes
- IT savvy (e. g. MS Office, ISO IT Tools)

2.5. Convenor

When there is no WG Secretary (see **2.4**), the Convenor undertakes the responsibilities of the WG Secretary, or ensures that they are allocated to the Project Leader and the Committee Manager, and that those people have the required capabilities.

Responsibilities

- accountable for the development of the projects
- leads meetings effectively with a view to reaching consensus on the document within the WG
- ensures the projects developed under his/her WG are meeting the agreed plan
- proactively propose solutions and actions to the PL and WG, including WG meetings (physical or WebEx) or consultation by correspondence to progress efficiently on the drafts
- update the Committee Manager on the status of projects
- report to Committee Manager during committee meetings
- draft the project plan in cooperation with the Committee Manager

2.5. Convenor

Capability requirements

Project management competence:
- structured working method

Technical competence:
- knowledge of technical background

Leadership competence:
- ability to motivate experts to successfully complete the project according to the planned timeframe
- impartiality
- ability to collaborate and negotiate
- adaptability

WG management competence:
- open-mindedness
- communication including listening abilities
- ability to mediate between different opinions

2.6. Project Leader
(could be the same person as the Convenor)

When there is no WG-Secretary (see **2.4**), the Project Leader undertakes the responsibilities of the WG Secretary, or ensures that they are allocated to the Convenor and the Committee Manager, and that those people have the required capabilities.

Responsibilities

- leadership of the project team
- lead and drive project work
- ensure that the draft respects the ISO/IEC drafting rules
- draft the project plan in cooperation with the Committee Manager
- keep track of the project plan: proactively and frequently monitor, measure and control project progress against the project plan to ensure project development within the agreed time frame
- support the Convenor
- update WG Convenor on project status
- report to WG meetings

Capability requirements

Project management competence:
- structured working method
- ideally have experience in project work

Technical competence:
- profound knowledge of technical background
- phrasing of technical documents

Leadership competence:
- ideally have experience in leading a project team
- ability to collaborate and negotiate
- adaptability
- open-mindedness
- communication skills
- problem-solving skills

2.7. ISO Technical Programme Manager (ISO TPM)

The TPM is not part of the competence matrix since he/she is not appointed by the members but by ISO/CS. Nevertheless, since the TPM plays an important role in project management, his/her responsibilities are part of this document.

Responsibilities

- assist and advise the Committee Manager, Chair, Convenor and Project Leader(s) (e. g. understanding and applying the ISO/IEC Directives and official procedures)
- track project portfolios of several committees/subject areas
- remind the Committee Manager of deadlines and milestones
- inform the Committee Manager, Chair, Convenor and Project Leader(s) of changes to processes and to the ISO/IEC Directives
- facilitate communication between the committee and ISO/CS

About ISO

ISO (International Organization for Standardization) is an independent, non-governmental organization with a membership of 162* national standards bodies.

Through its members, ISO brings together experts to share knowledge and develop voluntary, consensus-based, market-relevant International Standards that support innovation and provide solutions to global challenges.

ISO has published more than 22000* International Standards and related documents, covering almost every industry, from technology to food safety, to agriculture and healthcare.

* January 2018