



PROPOSAL FOR NEW FIELD OF ISO TECHNICAL WORK (TSP)

TSP Number	Document Number
Date of circulation	Closing date of voting
Proposer	Proposed secretariat
ANSI	ANSI

REQUIRED PROPOSAL INFORMATION

Note 1:

Proposals for new fields of ISO or IEC work or for new work item proposals within committees shall include the following fields of justification information (to be developed and submitted by the proposer) when relevant to the proposal (please note that the proposer is not required to provide all of this information if elements of it are not relevant to the proposal).

1. The issue

(A simple and concise statement describing the business, technological, societal or environmental issue that the proposal seeks to address, preferably linked to the Strategic Business Plan of the concerned ISO or IEC committee in the case of a NWIP.)

Project management, program management, and portfolio management are management approaches that allow organizations within any market sector to connect their organizational strategy to successful project outcomes. These three areas are often referred to collectively as the project management field or simply as project management. Project management system standards have broad application within all market sectors and within both private and public organizations. (A distinction is made between financial portfolios and project portfolios, the latter is used to tie organizational strategies to the successful outcomes of projects.)

On a global scale the business community is experiencing increased customer expectations relating to the delivery of products and services faster and cheaper than ever before, which necessitates increased sophistication of project, program, and portfolio management tools and techniques. The scope of work affects a range of political, economic, technical, regulatory, legal and social dynamics within the wide variety of industry sectors, products, materials, disciplines and practices; all of these could significantly influence how the relevant standards development processes are conducted and the content of the resulting standards:

Throughout the last two decades the worldwide business community has seen:

- Increasing customer expectations relating to the variety, functionality, availability, quality, and cost of products and services
- Increasing use of project and program management standards to meet customer expectations, facilitate global trade and improve organizational effectiveness
- Emerging concerns and possible confusion in the business community as a result of the multiplicity of project management, program management, and portfolio management standards

A technical committee working on project, program, and portfolio standards would be in a position to assist and support the global business community deal with the above challenges.

2. The scope of the issue

[Relevant global metrics that demonstrate the extent or magnitude of the economic, technological, societal or environmental issue, or the new market. This may include an estimate of the potential sales of the resulting standard(s) as an indicator of potential usage and global relevance.]

There are multiple indicators of the breadth of interest in project management as a professional field. Over 20 million people worldwide work on project teams, and 20% of global GDP (USD \$12 trillion per year) is spent on fixed capital projects. This \$12 trillion figure represents "gross fixed capital formation": land improvements, building construction, machinery and equipment purchases; and the construction of roads, railways, etc. and does not include large domains of private investment, such as the billions of dollars spent on IT software and services, new product development in all industries, new business processes, and on media production and other forms of intellectual property. A recent study



shows that in 2006 there were over 24.4 million project-oriented employees in projectized industries in 11 major global economies, and by 2016 there will be enough demand to support a total of 32.6 million project-oriented employees in projectized industries in these same countries. A 2008 study commissioned by PMI showed that among 11 leading economies, total GDP will rise from \$7 trillion to \$11.5 trillion by 2016, but that up to \$194 billion of that growth is at risk due to a project management skills shortage.

Another recent study states a failure rate of 24% (projects cancelled prior to completion, or delivered and never used), and a “challenged” rate of 44% (projects that are over time/cost projections), and cites the lack of project management expertise as a key factor in these numbers. Other factors leading to success include the use of a standard project management vocabulary and the use of standardized tools and methods.

A Guide to the Project Management Body of Knowledge (PMBOK® Guide), an ANSI American National Standard (ANS) developed by the US-based Project Management Institute (PMI), has over 2 million copies in circulation. Additional project management standards have been developed by other ISO member countries and professional organizations.

Coincident with the growth of the project management field has been the proliferation of *de facto* “standards” and guides to project management practices. An increasing number of online resources have appeared, with web-based guides, instructional videos, blogs and forums which can give the project management practitioner conflicting information. This proliferation of information has led to confusion regarding the relative merits and quality of the project management techniques prescribed by the various sources including the standards mentioned above. A set of recognized international standards is greatly needed to support the growth of project, program, and portfolio management globally and across a broad range of industries, and to reduce the confusion in the marketplace.

3. Technological benefit(s)

(A simple and concise statement describing the technological impact of the proposal to support coherence in systems and emerging technologies, convergence of merging technologies, interoperability, resolution of competing technologies, future innovation, etc.)

Change is managed within organizations through the management of projects, programs, and project portfolios. The associated disciplines of project management, program management, and portfolio management are fundamental to an organization’s ability to innovate and create new technologies and implement and capitalize on emerging technologies. A set of recognized international standards in the areas of project, program, and portfolio management and across a broad range of industries and would reduce the confusion in the market place and greatly support the growth of technology across the globe.

4. Economic benefit(s)

(A simple and concise statement describing the potential of the proposal to remove barriers to trade, improve international market access, support public procurement, improve business efficiency, result in a flexible, cost-effective means of complying with international and regional rules/conventions, etc.)

As cited in question 2 above, the use (or lack of use) of project management methodology has a significant impact on the global economy. The development and publication of a standardized set of project management standards has the potential of having a significant positive effect on the global economy. Further, a set of project management standards would lead to more robust and technically solid methodologies. Through the application of standardized project management principles and methodologies, the success rate of projects can be increased, leading to a more effective use of finite resources.

5. Societal benefit(s)

(A simple and concise statement describing any societal benefits expected from the proposal.)

The ISO standards for project management, program management, and portfolio management are expected to help organizations to:

- Improve the quality of products and services;
- Improve organizational efficiency and effectiveness;
- Increase innovation;
- Increase the development and implementation of new technologies;



- Reduce barriers to trade;
- Reduce proliferation of company specific standards ;
- Improve coordination between management systems;
- Reduce overall business costs; and
- Improve communications .

6. Environmental benefit(s)

(A simple and concise statement describing any environmental or wider sustainability benefits expected from the proposal.)

The positive effect upon environmental projects or projects that impact the environment, such as energy related projects, should be no different than those of economic development projects; the application of standardized project management methods should result in increased success and thus more effective use of finite project resources.

7. Intent of the work

[A simple and concise statement clearly describing the intended use(s) of the proposed deliverable(s), for example, whether the deliverable is intended as requirements to support conformity assessment or only as guidance or recommended best practices; whether the deliverable is a management system standard; whether the deliverable is intended for use or reference in technical regulation; whether the deliverable is intended to be used to support legal cases in relation to international treaties and agreements.]

- Initial work items for the proposed TC will include:
 - **Program management:** Guidelines for managing programs within an organization. A program is a group of related projects coordinated to obtain benefits and control not available from managing them individually. Program management is the centralized and coordinated management of a program to achieve specific strategic or organizational objectives. Initial foundational work for this work item will be Chapter 3 of *The Standard for Program Management*, American National Standard ANSI/PMI 08-002-2008.
 - **Portfolio management:** Guidelines for managing portfolios within an organization. A project portfolio is a collection of projects and programs and other work, not necessarily related, that are grouped together to meet strategic or organizational objectives. Project portfolio management is the centralized management of one or more project portfolios and prioritization of the individual projects to achieve strategic or organizational objectives. Initial foundational work for this work item will be Chapter 3 of *The Standard for Portfolio Management*, American National Standard ANSI/PMI 08-003-2008.
 - **Earned value management:** Guidelines for objectively measuring project performance and progress including scope, schedule, resources, and budgeted vs. actual costs. Initial foundational work for this work item will be *Practice Standard for Earned Value Management*, ANSI/PMI 978-1-930699-42-7, as well as other national standards on this topic.
- The new TC will assume responsibility for the maintenance of ISO 21500 upon completion of that work by ISO/PC 236 and the closure of the PC.
- Personnel qualification and competence associated with the above standards will be addressed, but not until at least one year after the associated standard is published by ISO. Sufficient time after publication is required for the TC to judge the public reaction to and the level of acceptance of the standard, and the level of demand for competency information.
- Additional in-scope New Work Item Proposals may be submitted by the TC over time.

8. Metrics

(A simple and concise statement of metrics for the committee to track in order to assess the impact of the published standard over time to achieve the benefits detailed under the four bullet points immediately above.)

Studies similar to those cited above under question 2, above, could be conducted over time to assess the impact of ISO project management standards and standardized project management methods on the global economy. Of particular



interest would be the rate of success vs. failure in those projects using ISO project management standards and standardized project management methods, techniques, vocabularies, and tools as opposed to those which do not.

9. Beneficiaries

(A simple and concise statement identifying and describing affected stakeholders and how they will each benefit from the proposal.)

The beneficiaries of a set of ISO project management standards and their associated methods would be any party engaged in the development or management of projects and programs, and any party that uses or benefits from the results of those projects. The proposed set of standards would benefit not only organizations utilizing them and benefitting from their use, but also project management practitioners utilizing the standards and methods within the organizations and the consumers and users of the deliverables resulting from any development project. The beneficiaries could conceivably include a significant portion, if not all, of the world's population.

ADDITIONAL PROPOSAL INFORMATION (RECOMMENDED BUT NOT REQUIRED)

Note 2:

It is recommended that the following information items be included in proposals for new fields of ISO or IEC work or for new work item proposals within committees to facilitate their consideration by NSBs/NCs:

A. The proposer's assessment on the prospect of the resulting deliverable(s) being compliant with the ISO or IEC Global Relevance Policies and the ISO Sustainability Policy where relevant.

The intent of this proposal is to lead to a set of international standards that will promote the efficiency and effectiveness of projects across all markets, industries, and countries. Project management is a horizontal, cross-industry field, and provides guidance that can be tailored for any project of any size or content. There is no one unique solution for any project management problem, and no concern that what works in one industry or geography must be imposed upon the needs of another. Rather, a set of techniques and processes is suggested that a project manager can use for a particular situation.

With regards to sustainability, project management encourages an efficient use of finite resources, and increases the effectiveness or positive output of the use of those resources.

B. The proposer's assessment on compliance with the ISO/IEC Policy Principles on the Relationship of ISO and IEC Standards to Public Policy and the possible relation of the resulting deliverable(s) to public policy, including a statement regarding the potential for easier market access due to conformity with appropriate legislation.

There is no intent in this proposal to create any standard or set of standards that may be imposed upon project management practitioners as policy, law, or requirement. Rather, the proposed set of standards is a set of techniques or practices, a set of tools that a project manager may use as the situation dictates.

C. The proposer's assessment on how the proposal may be related to, or may appear to be similar to, existing work in other international or regional organizations (including other ISO and IEC committees). The proposer should explain how the work differs from identified apparently similar work, or explain how duplication will be minimized.

A number of ISO committees (including those listed in Section I, below) are addressing project management as it relates to their vertically oriented, industry-specific needs. The proposed TC would address project management from a horizontally oriented, cross-industry perspective. While the various committees may wish to continue work on their own industry-specific project management standards, the new TC will give these other committees the option of contributing their work to the new TC for inclusion in or for correlation with the new TC's work. The new TC would focus on the common aspects of project management which are independent of specific industries, and would not focus on the unique aspects of the industries which can lead to the fractionalization of the project management profession.



At the very least, the new TC will liaise with other committees in hopes of bringing these other standards into alignment with ISO 21500.

D. A simple cost/benefit analysis relating the cost of producing the deliverable(s) to the expected economic benefit to businesses worldwide.

Given the significant potential global benefit from publication and implementation of the proposed standards (see questions 1 through 9 above), the expected cost of developing the standards should be considered insignificant in comparison.

E. Title of the proposed new committee (in the case of a proposal for a new field) or title of the proposed deliverable (in the case of a NWIP within a committee).

Standardization of project management, including project management, program management, and project portfolio management.

F. Scope statement the proposed new committee (in the case of a proposal for a new field).

Standardization of project management.

Project management is the set of management techniques, methods, and approaches that allow organizations within any market sector to connect their organizational strategy to successful project outcomes through the management of projects, programs, and portfolios. Project management system standards have broad application within all market sectors and within both private and public organizations. A family of standards in the field of project management (standardization of project management, including project management, program management, and project portfolio management) will help organizations more effectively and efficiently tie their organizational strategies to successful project results while reducing overall business costs. (A distinction is made between financial portfolios and project portfolios, the latter is used to tie organizational strategies to the successful outcomes of projects.)

The work created by the TC will provide generic guidance on the planning and realization of projects, programs, and portfolios, and the application of appropriate techniques. It has broad relevance to projects and programs in many industries and the public sector. It draws attention to the management problems encountered in different environments and provides possible solutions to those problems. It provides generic guidance to the principles and procedures which are relevant to organizations of all sizes although it may not cover all aspects of every type and size of project or program. Application of the principles and procedures in different industrial and public sector environments (which may have unique and particular emphasis and priorities) may require that the solutions presented should be treated as guidance only and that they may need to be adapted to suit the particular circumstances for which they are being considered.

G. The preferred type or types of ISO deliverables to be produced under the proposal.

International standards.

H. Proposed initial program of work (in the case of a proposal for a new field).

1. Initial work items include:

- **Program management:** Guidelines for managing programs within an organization. A program is a group of related projects coordinated to obtain benefits and control not available from managing them individually. Program management is the centralized and coordinated management of a program to achieve specific strategic or organizational objectives. Initial foundational work for this work item will be Chapter 3 of *The Standard for Program Management*, American National Standard ANSI/PMI 08-002-2008.
- **Portfolio management:** Guidelines for managing portfolios within an organization. A project portfolio is a collection of projects and programs and other work, not necessarily related, that are grouped together to meet strategic or organizational objectives. Project portfolio management is the centralized management of one or more project portfolios and prioritization of the individual projects to achieve strategic or



organizational objectives. Initial foundational work for this work item will be Chapter 3 of *The Standard for Portfolio Management*, American National Standard ANSI/PMI 08-003-2008.

- **Earned value management:** Guidelines for objectively measuring project performance and progress including scope, schedule, resources, and budgeted vs. actual costs. Initial foundational work for this work item will be *Practice Standard for Earned Value Management*, PMI 978-1-930699-42-7, as well as other national standards on this topic.
2. The new TC will assume responsibility for the maintenance of ISO 21500 upon completion of that work by ISO/PC 236 and the closure of the PC.
 3. Personnel qualification and competence associated with the above standards will be addressed, but not until at least one year after the associated standard is published by ISO. Sufficient time after publication is required for the TC to judge the public reaction to and the level of acceptance of the standard, and the level of demand for competency information.
 4. Additional in-scope New Work Item Proposals may be submitted by the TC over time.

I. A listing of relevant existing documents at the international, regional and national levels.

- *A Guide for Project Management* (ISO 21500) in PC 236
- Industry-specific project management-related work, including:
 - ISO/IEC JTC1/SC7 16326:2009 *Life Cycle Process – Project Management*, 16085:2006 *Life Cycle Process – Risk Management*
 - ISO/TC20/SC14 23462:2007 *Guidelines to define the management framework for a space project*, 11893 *Program management -- Project organization*; 27026 *Program management -- Breakdown of project management structures*; 17666:2003 *Risk management*
 - ISO/TC37/SC2 15188:2001 *Project management guidelines for terminology standardization*
 - ISO/TC59/SC13 22263:2008 *Organization about construction works – Framework for management of project information*
 - ISO/TC176/SC2 10006:2003 *Guidelines for quality management in projects*
 - ISO/TC184/SC4 10303-1433 *Product data representation and exchange -- Part 1433: Application module: Project Management*, 10303-1434 *Product data representation and exchange -- Part 1434: Application module: Project Management resource information*; 10303-1288:2006 *Product data representation and exchange -- Part 1288: Application module : Management resource information*
 - ISO TMB WG Risk Management 31000:2009 *Risk Management - principles and guidelines*
- National standards, including
 - ANSI/PMI 00-001-2008 *A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fourth Edition*
 - ANSI/PMI 08-002-2008 *The Standard for Program Management*
 - ANSI/PMI 08-003-2008 *The Standard for Portfolio Management*
 - ANSI/PMI 08-004-2008 *Organizational Project Management Maturity Model (OPM3®)*
 - ANSI/EIA 748-B *Earned Value Management*
 - BS 6079-1:2002 *Project management: Guide to project management*
 - DIN 69900:2009 *Project Management: Network analysis*
 - DIN 69901:2009 (parts 1-5) *Project Management: Project Management Systems*

J. A listing of relevant countries to be actively engaged as the subject of the proposal is important to their national commercial interests.

A list of current members of PC 236 may be found at http://www.iso.org/iso/standards_development/technical_committees/list_of_iso_technical_committees/iso_technical_committee_participation.htm?commid=541073 The proposer anticipates that these same members will request membership in the proposed TC.



The TC could benefit from increased participation of countries from Africa, Eastern Europe, the Middle East, and Asia. The TC will support and seek to obtain the broadest possible representation of ISO members, and recognizes the special attention that should be given to the needs of developing nations.

K. A listing of relevant external international organizations or internal parties (other ISO and/or IEC committees) to be engaged as liaisons in the development of the deliverable(s).

Liaison would be established with committees at ISO and other organizations (including those committees listed above in Section I) who are developing or are considering the development of activity- or industry-specific standards for project and program management. These more narrow standards should be brought into alignment with the broader 21500 standard, and the TC will seek liaison from these committees to ensure that the work of the TC meets their needs.

Professional and industry organizations related to the scope of the proposed TC will be invited to participate through their respective national body. Organizations recognized by ISO as having an international scope will be accepted as liaison if they apply.

L. Preferably an existing document to serve as an initial basis for the ISO or IEC deliverable or a proposed outline or table of contents.

See the following:

- Chapter 3 of *The Standard for Program Management*, American National Standard ANSI/PMI 08-002-2008.
- Chapter 3 of *The Standard for Portfolio Management*, American National Standard ANSI/PMI 08-003-2008.
- *Practice Standard for Earned Value Management*, PMI 978-1-930699-42-7

M. An expression of commitment from the proposer to provide leadership if the proposal succeeds.

ANSI is willing and able to take the responsibility for providing the leadership of the proposed TC.

N. Additional comment

It is proposed that the TC be formed to begin work on the proposed work items as prioritized above. The TC will run in parallel with the existing PC 236 developing ISO 21500, which when completed and PC 236 is disbanded, the new TC will assume responsibility for maintenance of ISO 21500.