

ISO/TC 258, ISO Technical Committee for Project, Program, and Portfolio Management, convenes in Athens, Greece

By Jouko Vaskimo

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ISO/TC 258, the **Technical Committee (TC)** of the **International Organization for Standardization (ISO)** set up to work with standards in the field of project, program, and portfolio management, convened for the seventh plenary meeting at Athens, Greece, on October 24th ... 28th 2016. The participants – over 70 representing 24 national standardization bodies – were warmly welcomed by Mr **Theofanis Giotis**, the host of the Athens event and the Head of the Greek Delegation to ISO/TC 258, and Mr **Miles Shepherd**, the Chairman of ISO/TC 258. Dr **Frangoulis D. Krokos**, the Director of Standardization at **Hellenic Body for Standardisation (ELOT)**, the Greek national standardization body, also welcomed ISO/TC 258 plenary participants to Athens.



ISO/TC 258 Athens plenary meeting participants (photos courtesy Jouko Vaskimo)

ISO/TC 258 main initiatives include Working Group **WG2** developing an ISO standard on governance of projects, programs and portfolios, **WG3** developing a vocabulary of terms used in projects, programs and portfolios, **WG4** developing an ISO standard on program management, Study Group **SG5** investigating ISO 21500 maintenance, as well as Working Group **WG6** developing an ISO standard on Work Breakdown Structures, **WG7** developing an ISO standard on Earned Value Management, and **WG8** developing an ISO standard on project and program management competences.

At the time of the Athens event ISO/TC 258 had 40 participating (P) members, 13 observing (O) members, and 17 liaisons.

Argentina, Australia, Austria, Barbados, Belgium, Brazil, Bulgaria, Cameroon, Canada, Chile, China, Colombia, Costa Rica, Cyprus, Denmark, Finland, France, Germany, Greece, Hungary, India, Italy, Japan, Korea, Luxembourg, Netherlands, Norway, Pakistan, Panama, Peru, Poland, Portugal, Russia, Slovakia, South Africa, Spain, Sweden, Ukraine, United Kingdom, and United States are current ISO/TC 258 P - members.

Belarus, Czech Republic, Egypt, Hong Kong, Iran, Iraq, Israel, Kenya, Lithuania, Morocco, New Zealand, Romania and Uganda are current ISO/TC 258 O – members.

International Project Management Association (IPMA), Project Management Institute (PMI), Global Alliance for Project Performance Standards (GAPPS), and College of Performance Management (CPM) are ISO/TC 258 liaison organizations.

ISO/IEC JTC1 (Information Technology), ISO/IEC JTC1/SC7 (software and systems engineering), ISO/IEC JTC1/SC40 (service management and IT governance), ISO/TC20 (aircraft and space vehicles), ISO/TC176/SC 2 (quality systems), and ISO/PC280 (management consultancy) are liaison committees to ISO/TC 258.

ISO/IEC JTC1/SC7 (software and systems engineering), ISO/IEC JTC1/SC40 (service management and IT governance), ISO/TC20 (aircraft and space vehicles), ISO/TC176 (quality management and quality assurance), ISO/TC176/SC1 (concepts and terminology), ISO/TC176/SC2/WG27 (ISO 10006, ISO 10007), and ISO/PC280 (management consultancy) are liaison committees from ISO/TC 258.

Following Mr Shepherd's announcement not to stand for another three-year term as ISO/TC 258 Chairman, **American National Standards Institute (ANSI)** nominated Mr **Steven Fahrenkrog** ISO/TC 258 Chair-elect. Mr Fahrenkrog assumes ISO/TC 258 chairmanship when Mr Shepherd's current term expires at the end of 2016.



In the photograph (from left to right): Mr Steven Fahrenkrog and Mr Miles Shepherd

ISO/TC 258 plenary sessions were run by Mr **Miles Shepherd**, ISO/TC 258 Chairman, representing **British Standard Institution (BSI)**, and by Mr **Karl Best**, ISO/TC 258 Secretary, representing **American National Standards Institute (ANSI)**.



In the photograph (from left to right): Mr Karl Best and Mr Miles Shepherd

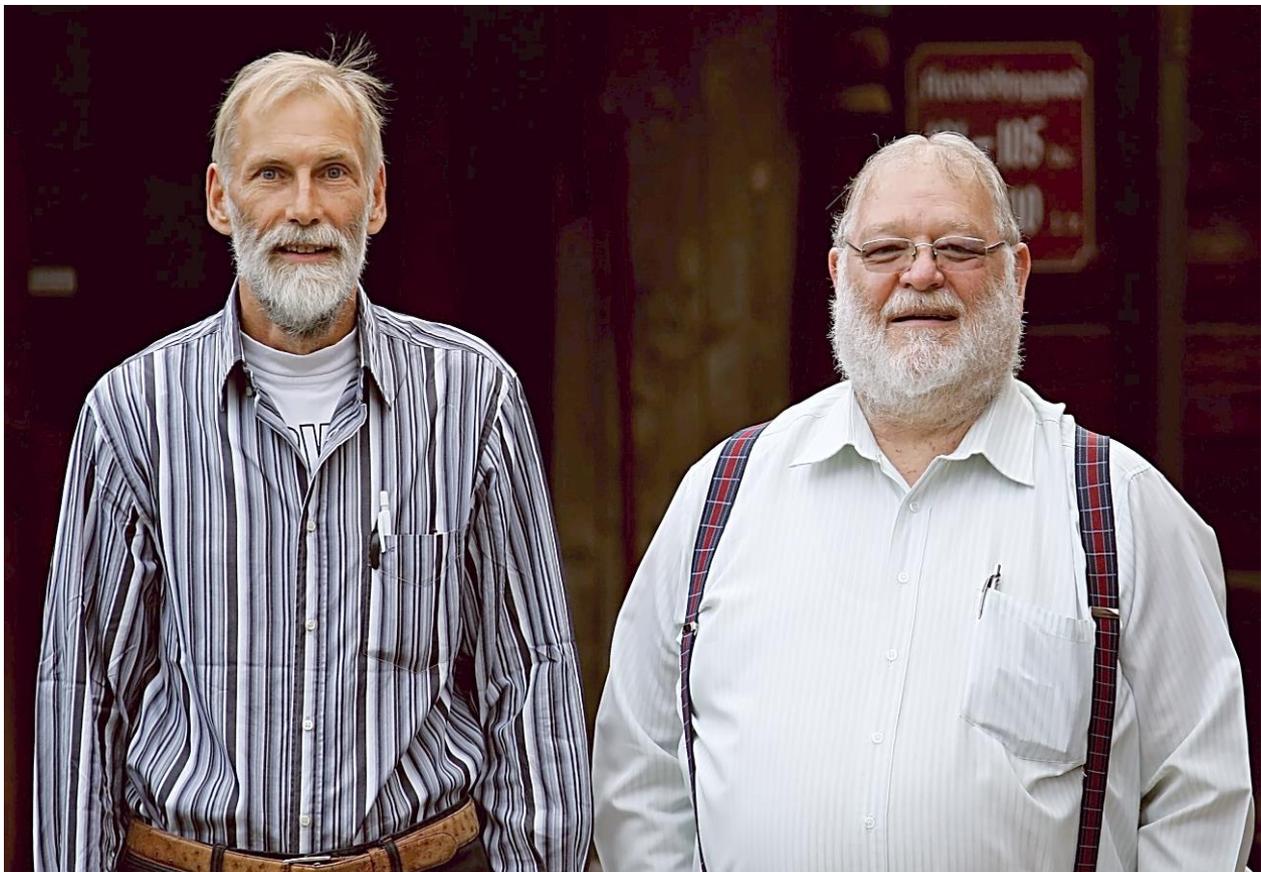
Mr Shepherd commented “This is our seventh Plenary as TC 258 and it is pleasing to note how the committee as a whole is continuing to mature. We have a consistent team of subject matter experts from 24 participating countries and 2 liaisons who use their considerable experience to progress our work in a productive manner. Each plenary is important as it offers an opportunity to not only carry out work under the arrangements of Work and Study Group convenors but also allows the whole Technical Committee to address central business. It is particularly important to hold these Plenaries since it enables Working Groups to interact with each other to solve technical issues. This Plenary is set against the historic setting of Athens and our hosts have made an attractive and convenient venue available to the more than 70 delegates from 24 countries as well as 2 Liaisons.”

“The team we appointed to carry out a full review of our Strategic Business Plan reported their progress and their work will continue under my successor as Chairman. Membership of my Advisory Group and that of the Technical Design Group (TDG) have been updated. TDG is a small team, led this year by Cameroon Head of Delegation Mr Babissakana, that investigates issues and reports to the Plenary on specialist matters. Progress on technical development for ISO 21503 *Programme Management* and ISO 21505 *Governance* has been excellent and both are now at the Draft International

Stage. The Working Group working with *Vocabulary* has made progress in this notoriously difficult task and will be looking to issue a Technical Report in 2017.”

“So we have again had a very busy plenary, considerable progress has been made across the whole range of our responsibilities and the stage set to complete further standards next year. I feel this is suitable moment for me to step down as the committee is on course and will be in capable hands for the future. The TC will be meeting again as a plenary next autumn in Australia.” Mr Shepherd can be contacted at Miles.Shepherd@msp-ltd.co.uk , and Mr Best at Karl.Best@pmi.org .

ISO/TC 258 WG2 sessions were run by Mr **Rommert Stellingwerf** , ISO/TC 258 WG2 Convenor (Netherlands), and Ms **Darya Duma** (Canada) – substituting Mr **Jaycee Kruger**, ISO/TC 258 WG2 Secretary (South Africa).



In the photograph (from left to right): Mr Rommert Stellingwerf and Mr Jaycee Kruger

Mr Stellingwerf and Ms Duma were very pleased with the WG2 sessions, and commented “All objectives for the week were met: 19 (of the 101) members of the working group, who represented 14 (of the 24) countries, concluded in a very positive atmosphere the final update of the *ISO 21505 Project, programme and portfolio management – Guidance on governance*, based on the comments received on the DIS2 ballot, that was concluded in March 2016. This International Standard describes the context and framework of and provides guidance on the governance of projects, programmes and

portfolios. ISO 21505 is a core standard in the family of standards for project, programme and portfolio management and will be published in early 2017.” Mr Stellingwerf can be contacted at Rrommert@familiestellingwerf.nl and Ms Duma at du-ma@procept.com.

ISO/TC 258 WG3 sessions were run by Mr **George Jucan**, ISO/TC 258 WG3 Convenor (Canada), and Mrs **Isabelle Lambert**, ISO/TC 258 WG3 Secretary (France).



In the photograph (from left to right): Mr George Jucan and Mrs Isabelle Lambert

Mr Jucan and Mrs Lambert commented “The key to seamless collaboration within teams, but also across organizational and national boundaries, is to use common terms that have common meaning for all the participants in the conversation. TC258/WG3 is working toward issuing a guidance regarding fundamental terminology used in projects, programmes and portfolios management. Our goal is not only to facilitate a better understanding of the standards created by TC258, but also to eliminate (some) misunderstandings from day-to-day activities.” Mr Jucan can be contacted at GJucan@openablers.net and Mrs Lambert at Isabelle.Lambert@afnor.org .

ISO/TC 258 WG4 did not convene in Athens.

ISO/TC 258 SG5 sessions were run by Mr **Donald Boyer**, ISO/TC 258 SG4 Convenor, (USA), and Mrs **Annakarín Nilsson**, ISO/TC 258 SG1 Secretary (Sweden).



In the photograph (from left to right): Mrs Annakarín Nilsson and Mr Donald Boyer

Mr Boyer and Mrs Nilsson were happy with the SG5 sessions, and commented: “This was the second face to face meeting for the Study Group whose purpose is to develop a recommendation to TC 258 whether a Maintenance (Working Group) Group should be established to take steps to maintain ISO 21500: Guidance on Project Management. The SG has over 45 members from 15 countries; 20 SG members were able to attend this meeting in person which provided a very thorough representation of the whole team. A very productive week resulted in the team finishing the interim report that contains potential issues and options to address these issues.” Mr Boyer can be contacted at Don.Boyer@outlook.com and Mrs Nilsson at Annakarín.Nilsson@wenell.se .

ISO/TC 258 WG6 sessions related to “Work Breakdown Structure” were run by Mr **Séverin Drogoul**, ISO/TC 258 WG6 Convenor (France). Mr Drogoul was happy with the WG6 sessions, and commented “This was the first face to face session, after having organized and set up more than ten Webex meeting. WG6 has provided the final WD Version 7 dated October 26th, 2016. This version is considered as the CD. It is concluded to formally send out Version 7 as the Committee Draft for ballots from P members. 17 P Members + 2 Liaisons (CPMENG, IPMA) totally nominated around 40 experts to participate in this project.” Mr Drogoul can be contacted at Severin.Drogoul@airbus.com .



ISO/TC 258 WG7 sessions related to “Earned Value Management” were also run by Mr **Séverin Drogoul**, ISO/TC 258 WG7 Convenor (France). Mr Drogoul was happy with the WG7 sessions, and commented “This was the first face to face session, after having organized and set up more than ten Webex meeting. WG7 has provided the final WD Version 7 dated October 28th, 2016. This version is considered as the CD. It is concluded to formally send out Version 7 as the Committee Draft for ballots from P members. 20 P Members + 3 Liaisons (CPMENG, IPMA and PMI) totally nominated around 52 experts to participate in this project”.

ISO/TC 258 WG8 sessions were run by Mrs **Martine Miny**, ISO/TC 258 WG8 Convenor (France). WG8 worked all week towards a standard for project and programme management competences. Mrs Miny noted “They are both individual and collective, not only focused on the project manager. The scope of these competences takes into account all the aspects of project or programme management, throughout their life cycle. This standard would be additional to the ISO 21500 paragraph 3.9. It would be based on these concepts and would develop them with a generic outlook. As an overarching standard it would take into account the existing standards”. At the end of the week WG8 came to the conclusion that a Study Group (SG) would be more appropriate than a Working Group (WG) considering the scope of work described in the New Work Item Proposal (NWIP). Mrs Miny can be contacted at Martine.Miny@orange.fr .



Representatives from two organizations in liaison with ISO/TC 258 participated in the ISO/TC 258 Athens event:

Mr **Tyler Messa**, representing **Project Management Institute (PMI)**, commented “PMI is committed to advancing global consensus on project, program and portfolio management on behalf of our organizational and individual members around the world. This 7th plenary session of ISO/TC 258 was notable for its collaborative atmosphere and the contributions of many new TC members. PMI is firmly committed to the work of ISO/TC 258 and is currently working on an initiative to deepen our collaborative relation and participate more deeply in the work as a liaison organization. PMI thanks and appreciates our Greek hosts for the excellent arrangements.” Mr Messa can be contacted at Tyler.Messa@pmi.org .



Mrs **Lauren Bone** participated in the ISO/TC 258 Athens event, representing **College of Performance Management (CPM)**. Mrs Bone can be contacted at LB@boneconsultingltd.com .





Originally established in 1976, the **Hellenic Body for Standardisation** (ELOT) is the national standardization body of Greece. ELOT is based on the Greek National Quality Infrastructure System (NQIS) which recognizes three decentralized autonomous operative units: Standardization (ELOT), Accreditation (ESYD), and Metrology (EIM). NQIS is supervised by the Greek Minister of Economy, development and Competitiveness. ELOT works with the development, promotion and implementation of standardization in Greece and activities that are related and derived from it.

ELOT activities include elaboration and dissemination of standards and specifications, provisioning of all forms of information services and education that fall within its scope and responsibilities, implementing research activities and projects that fall within its scope and responsibilities, operating of notification procedures for draft standards and Technical Regulations according to Directive 2015/1535/EU (ex. 98/34/EC).

ELOT is the national member of International Organization for Standardization (ISO), International Electrotechnical Commission (IEC), European Committee for Standardization (CEN), European Committee for Electrotechnical Standardization (CENELEC), and European Telecommunications Standards Institute (ETSI).

For further information please navigate to www.elot.gr .



International Organization for Standardization (ISO) is the largest global developer and publisher of International Standards.

ISO is a network of the national standards institutes of 164 countries, one member per country, with a Central Secretariat in Geneva, Switzerland, that coordinates the system. ISO is a non-governmental organization that forms a bridge between the public and private sectors. On one hand, many of its member institutes are part of the governmental structure of their countries, or are mandated by their government. On the other hand, other members have their roots uniquely in the private sector, having been set up by national partnerships of industry associations.

ISO enables a consensus to be reached on solutions that meet both the requirements of business and the broader needs of society.

For further information please navigate to www.iso.org/iso/home.html .

About the Author



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Jouko Vaskimo is an International Correspondent and Senior Contributing Editor for *PM World* in Finland. Jouko graduated M.Sc. (Tech.) from Helsinki University of Technology in 1992, and D.Sc. (Tech.) from Aalto University in 2016. He has held several project management related positions with increasing levels for responsibility. Jouko holds a number of professional certificates in the field of project management, such as the IPMA Level C (Project Manager), IPMA Level B (Senior Project Manager), PMP, PRINCE2 Foundation, and PRINCE2 Practitioner. Jouko is also a Certified Scrum Master and SAFe Agilist. Jouko is a member of the Project Management Association Finland, a founding member of PMI Finland Chapter, and the immediate past chairman of the Finnish IPMA Certification Body operating IPMA certification in Finland. Since October 2007, he has been heading the Finnish delegation to ISO/TC 258. Jouko resides in Espoo, Finland and can be best contacted at jouko.vaskimo@aalto.fi. For more information please navigate to www.linkedin.com/in/jouko-vaskimo-6285b51.