

ISO/TC 258, ISO Technical Committee for Project, Program, and Portfolio Management, convenes in Philadelphia, Pennsylvania, USA¹

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 fourteenth plenary meeting in Philadelphia, Pennsylvania, USA on September 18th ... 22nd 2023. The plenary participants – over 40 representing 25 national standardization bodies – were warmly welcomed to Philadelphia on September 18th by Mr **George Lowden** representing ANSI, the national standardization body of United States: *“Our plenary, and the important work of ISO/TC 258, is made possible by you and our other members participating in this meeting virtually. You generously give your time, subject matter expertise, and teamwork to help advance our profession around the world. We are fortunate to have this opportunity for leadership in project, program, and portfolio management. Together, we have the potential — a responsibility in fact — to make a real contribution to benefit our fellow practitioners. This week’s meeting, and our work together going forward, will help us realize that potential.”* Mr Lowden can be contacted at george.lowden@icf.com.



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

At the time of the Philadelphia plenary meeting ISO/TC 258 had 39 participating (P) members, 24 observing (O) members, and 12 liaisons.

ISO/TC 258 P – members are: Australia (SA), Austria (ASI), Brazil (ABNT), Bulgaria (BDS), Cameroon (ANOR), Canada (SCC), Chile (INN), China (SAC), Colombia (ICONTEC), Costa Rica (INTEC O), Cyprus (CYS), Finland (SFS), France (AFNOR),

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Germany (DIN), Greece (NQIS ELOT), India (BIS), Italy (UNI), Japan (JISC), Kenya (KEBS), Republic of Korea (KATS), Latvia (LVS), Mongolia (MASM), Netherlands (NEN), Pakistan (PSQCA), Peru (INACAL), Portugal (IPQ), Russian Federation (GOST R), Saint Lucia (SLBS), Saudi Arabia (SASO), Serbia (ISS), Slovakia (UNMS SR), South Africa (SABS), Spain (UNE), Sweden (SIS), Switzerland (SNV), Uganda (UNBS), Ukraine (SE UkrNDNC), United Kingdom (BSI) and United States (ANSI).

France (AFNOR), Cameroon (ANOR), United States (ANSI), Austria (ASI), United Kingdom (BSI), Peru (INACAL), Portugal (IPQ), Kenya (KEBS), Australia (SA), China (SCA), Finland (SFS), Sweden (SIS) and Canada (SCC) attended the Philadelphia sessions on-site.

India (BIS), Cyprus (CYS), Germany (DIN), Russia (GOST R), Colombia (ICONTEC), Costa Rica (INTECO), Republic of Korea (KATS), Greece (NQIS ELOT), South Africa (SABS), Saudi Arabia (SASO), Spain (UNE) and Italy (UNI) attended the Philadelphia sessions virtually.

ISO/TC 258 O – members are: Argentina (IRAM), Belarus (BELST), Bosnia and Herzegovina (ISBIH), Czech Republic (UNMZ), Denmark (DS), Egypt (EOS), Hong Kong Special Administrative Region of China (ITCHK SAR), Hungary (MSZT), Islamic Republic of Iran (INSO), Iraq (COSQC), Israel (SII), Kazakhstan (KAZMEMST), Lithuania (LST), Luxembourg (ILNAS), Mauritania (DNPQ), Morocco (IMANOR), New Zealand (NZSO), Norway (SN), Panama (DGNTI), Poland (PKN), Romania (ASRO), Tajikistan (TAJIKSTANDARD), Uruguay (UNIT) and Uzbekistan (O'ZTTSA).

Liaison committees from ISO/TC 258 are: ISO/TC 20 (Aircraft and space vehicles), ISO/TC 175 (Quality management and quality assurance), ISO/TC 176/SC 1 (Concepts and terminology), ISO/TC 176/SC 2 (Quality systems), ISO/TC 262 (Risk management), ISO/TC 268 (Suitable cities and communities) and ISO/TC 309 (Governance of organizations).

Liaison organizations to ISO/TC 258 are: AACEi (AACE International), CPM (College of Performance Management), GAPPS (Global Alliance for the Project Professions), IPMA (International Project Management Association) and PMI (Project Management Institute).

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ISO/TC 258 plenary sessions were run by Mr **Don Boyer**, ISO/TC 258 Chairman, and by Mrs **Tzarmallah Haynes-Joseph**, ISO/TC 258 Committee Manager, both appointed by the **American National Standards Institute (ANSI)**.



In the photograph: Mr Don Boyer and Mrs Tzarmallah Haynes-Joseph

Mr Boyer commented “ISO/TC 258 met in Philadelphia, Pennsylvania, USA for the first face-to-face/hybrid meeting since COVID led to all meetings being held through virtual technology. Meeting participants were very enthusiastic about being together for the first time in many years and we worked very hard to make sure our virtual delegates were able to fully participate.

We had a day and a half of plenary sessions where we covered several important topics related to current and future work of the TC. Additionally, two Working Groups, one ad-hoc group, and three advisory groups were able to conduct meetings to advance their work. Significant progress was made by all groups.

I want to thank the meeting host, the Project Management Institute (PMI) on behalf of the American National Standards Institute (ANSI) for providing an excellent meeting facility and technical support for this first hybrid meeting. Their assistance provided the meeting infrastructure required to conduct a successful meeting.”

Mrs Haynes-Joseph continued “This 14th plenary of TC 258 marked a culmination of a lot hard work by the volunteers globally to advance the standards under the portfolio of the TC. This is an exciting time for the TC having had a change in membership and welcoming new experts to this meeting. The spirit of collaboration was engendered as the experts got an opportunity to meet in person for the first time since 2019. The

proceedings over the week, certainly demonstrates that TC 258, is resilient, assiduous, and focused on the development of standards for project, programme and portfolio management that are relevant and useful by practitioners.”

Mr Boyer can be contacted at tc258chair@outlook.com and Mrs Haynes-Joseph at tc258committeemanager@gmail.com .

Subsequent to the opening plenary, the ISO/TC 258 active working groups convened on September 19th ... 22nd. At the time of the Philadelphia meeting the main ISO/TC 258 initiatives were **Working Group (WG) 12**, working towards Earned Value Management (EVM) implementation guide, and **WG 16**, working towards post-project and program evaluation guide.

ISO/TC 258 WG 12 – working towards Earned Value Management (EVM) implementation guide – sessions were run by Mr **Kym Henderson**, ISO/TC 258 WG12 Convenor, (Australia), and Mr **Yang Xiao (Jason)**, ISO/TC 258 WG12 Secretary (China) attending remotely. ISO 21512 is anticipated to be published by ISO as an International Standard in late 2023 or early 2024.



In the photograph (from left to right): Mr Kym Henderson and Mr Yang Xiao

Mr Henderson was happy with the WG12 sessions and commented “*This was WG12’s meetings with face-to-face components held in conjunction with a TC258 Plenary since the working group team was formed and kickoff meetings held as part of the TC258*

Plenary in Seoul, Korea in 2018. Hybrid WG12 meetings was held in August 2022 hosted by the PGCS in Canberra Australia which was the first WG12 meeting held with a face-to-face component since the Seoul Korea kickoff due to the COVID-19 pandemic.

While WG12 has demonstrated that it is possible to develop an ISO Implementation Guide International Standard remotely during the COVID-19 pandemic it has been a very challenging undertaking. A lesson learned is face to face meetings still have a place in standards development, particularly for project initiation, comments adjudication and phase transitions.

WG12 is very pleased with the advice provided during the TC258 plenary that ISO has accepted the 21512 document as an FDIS which means there are no further changes to technical content permitted.

The success of this project, which mostly took place during the COVID-19 pandemic, is a tribute to the contributions of a large number of EVM subject matter experts in very difficult times and the perseverance of the WG12 Editorial, Graphics and Core teams over the past 4 years.

With our work on ISO 21512 largely completed, WG12's attention turned to future work items which includes updates to 21508:2018 (ISO EVM) and ISO 21511:2018 (ISO WBS) International Standards.

Planning on these updates is underway with a hybrid review meeting scheduled in London, United Kingdom in April 2024 to progress development of these work items.

WG12 continues to look for more subject matter experts to join their national ISO mirror-committees to contribute to the development of these important updates."

Mr Henderson can be contacted at kym.henderson@gmail.com and Mr Xiao at xiao.yang.jason@foxmail.com .

ISO/TC 258 WG 16 – working towards post-project and program evaluation guidance – sessions were run by Ms **Ma Na**, ISO/TC 258 WG16 Convenor, (China), with Mr **Dave Violette**, ISO/TC 258 WG16 Secretary (US) and Ms **Yu Yang**, ISO/TC 258 WG16 Secretary (China) attending virtually. ISO 21513 is anticipated to be published by ISO as an International Standard in 2026.

Ms Ma was happy with the WG16 sessions and commented “*This was WG16's first meeting, and fortunately we made it hybrid rather than virtual. Face to face session raised the efficiency and smoothed the communication, and the working group team achieved significant progress even though it was formed in a very short time.*”



Consensus was achieved on a 3-year delivery schedule for the ISO evaluation Guidance and the meeting objective of transitioning from project initiation to content development was largely achieved.

While WG16 has achieved significant progress, much work remains to be done. Content development on Working Draft 1 has commenced with a virtual review meeting scheduled in January 2024 for a review of content and decision on the next steps. We are incorporating more subject matter experts from developing countries to join their national ISO mirror-committees and contribute to the development of this important Guide.”

Ms Ma can be contacted at mana@cnsis.org.cn , Mr Violette at djviolette54@gmail.com and Ms Yu at yuyang@cnsis.org.cn .

Representatives from three organizations in liaison with ISO/TC 258 participated in the Philadelphia plenary:

Mrs **Becky Winston**, representing **College of Performance Management (CPM)**, commented “*CPM is excited to be a Liaison to the ISO TC258 organization to help support the stated objective to further the professional implementation of Project, Program, and Portfolio Management across the world. CPM is also pleased to be an active participant in support of TC258 Working Groups, including Working Group 12, which is tagged with the task of developing an Earned Value Management Implementation Guide grounded on the principles in the ISO 25808:2018 Standard. The welcoming attitude of the TC258 country delegates, officers, and participants combined with the venue provided by ANSI have made this a most pleasant experience. CPM, which is an educational and best practice sharing organization for practitioners of Integrated Performance management, will benefit greatly from our continued relationship with ISO TC258.*” Mrs Winston can be contacted at rebecca.winston@mycpm.org .

Dr **Reinhard Wagner**, representing **International Project Management Association (IPMA)**, commented “*As projects become increasingly international, it is important to exchange experiences on project management at an international level and to create suitable management standards for companies involved. This has been happening in ISO/TC258 and the previous committee since 2007, resulting in an integrated suite of standards that is continuously updated and amended. IPMA is grateful being able to support this development process as a liaison organization and to cooperate with so many experts worldwide. Thanks to the excellent host, the participants from all over the world as well as Mr Don Boyer, Chairman of ISO/TC258, Mrs Tzarmallah Haynes-Joseph, Committee manager and Dr Jouko Vaskimo, who supports the TC through his informative reports in the PM World Journal.*” Dr Wagner can be contacted at reinhard.wagner@ipma.world .

Ms **Kristin Hodgson**, representing **Project Management Institute (PMI)**, commented “*I was excited to host the ISO/TC258 and attend as a Liaison this meeting in the United States in Philadelphia. It was wonderful meeting in-person with global participants after many years of virtual meetings. PMI remains committed to advancing global consensus on project, program, and portfolio management on behalf of our constituents around the world. This plenary session provided an opportunity for PMI to deepen our collaborative relationship and participation in the work of ISO/TC 258 through subject matter experts to the working groups. I want to thank my colleagues Kara Austin and Leah Huf for their participation as liaisons.*” Ms. Hodgson can be contacted at kristin.hodgson@pmi.org.



American National Standards Institute (ANSI) is the national standardization body of United States, and the formal member of ISO.

ANSI is a private nonprofit organization that oversees the development of voluntary consensus standards for products, services, processes, systems, and personnel in the United States. The organization also coordinates U.S. standards with international standards so that American products can be used worldwide. ANSI accredits standards that are developed by representatives of other standards organizations, government agencies, consumer groups, companies, and others. These standards ensure that the characteristics and performance of products are consistent, that people use the same definitions and terms, and that products are tested the same way. ANSI also accredits organizations that carry out product or personnel certification in accordance with requirements defined in international standards. The organization's headquarters are in Washington, D.C., however, ANSI operations office is located in New York City. The ANSI annual operating budget is funded by the sale of publications, membership dues and fees, accreditation services, fee-based programs, and international standards programs.

For further information please navigate to www.ansi.org/ .



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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Dr. 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 further information please navigate to www.linkedin.com/in/jouko-vaskimo-6285b51 .