

ISO/TC 258, ISO Technical Committee for Project, Program, and Portfolio Management, convenes in Kyoto, Japan

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 fifth plenary meeting at Kyoto, Japan, on September 8th ... 12th 2014. The participants - over 60 representing 19 national standardization agencies - were warmly welcomed by Professor **Masami Tanaka**, the former President of ISO, and Mr **Miles Shepherd**, the Chairman of ISO/TC 258.



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

The main initiatives within ISO/TC 258 are **Working Group (WG) 1**, developing an ISO standard on portfolio management, **WG2**, developing an ISO standard on project, program and portfolio governance, **WG3**, developing a vocabulary document, and **WG4**, developing an ISO standard on program management.

ISO/TC 258 has, at the time of the Kyoto event, 36 participating (P) members, and 10 observing (O) members.

ISO/TC 258 current P - members are Argentina, Australia, Austria, Barbados, Brazil, Bulgaria, Cameroon, Canada, China, Colombia, Costa Rica, Denmark, Egypt, Finland, France, Germany, **Greece**, India, Italy, Japan, Korea, Luxembourg, Morocco, Netherlands, Norway, Peru, Poland, Portugal, Romania, Russia, South Africa, Spain, Swe-



Dr **Jim Gordon**, the first Convener of ISO / PC 236, representing BSI, passed away peacefully on August 14th 2014 at the age of 87. Jim had been the convener of SC2/WG8 and then SC2/WG19, for the initial development of ISO 10006 *Quality management in projects* and its subsequent revision. More recently Jim chaired ISO/PC 236 *Project management*, prior to retiring from standardization. Jim was a founding member of APM. (photo courtesy apm.org.uk)

den, Ukraine, United Kingdom, and United States.

ISO/TC 258 current O - members are Belarus, Belgium, Czech Republic, Hungary, Iran, Iraq, Israel, Lithuania, New Zealand, Slovakia, and Uganda.

Liaison committees to ISO/TC 258 are currently ISO/IEC JTC 1 (Information Technology), ISO/IEC JTC 1/SC 7 (Software and systems engineering), ISO/IEC JTC 1/SC 40 (Service Management and IT Governance) and ISO/TC 176/SC 2 (Quality systems).

Liaison committees from ISOTC 258 are currently Liaison Committees from ISO/TC 258 are ISO/IEC JTC 1/SC 7 (Software and systems engineering), ISO/IEC JTC 1/SC 40 (Service Management and IT Governance), ISO/TC 20 (Aircraft and space vehicles), ISO/TC 176 (Quality management and quality assurance), and ISO/TC 176/SC 2 (Quality systems).

Organizations in liaison with ISO/TC 258 are **International Project Management Association (IPMA)**, **Project Management Institute (PMI)**, and **Global Alliance for Project Performance Standards (GAPPS)**.

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



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

Mr Shepherd was happy with the plenary sessions, and commented “This is our fifth Plenary as TC 258 and it is pleasing to note how the Committee is maturing. Subject Matter Experts have built up their experience of developing International Standards and are working more effectively so that we are becoming more productive. 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. This Plenary is set against a most beautiful background and our hosts, **Japanese Industrial Standards Committee (JISC)**, have made a unique and friendly venue available to the 60 odd delegates from 19 countries.”

“We have carried out a brief review of our Business Plan, updated the membership on my Advisory Group and adjusted of the Technical Design Group, a small team who investigate issues and report to the Plenary on specialist matters. In addition, we made substantial progress with the Committee Draft of the emerging Standard on Project Governance. It seems we will be able to progress plans for a Standard on governance principles. It remains to be seen how this will be enacted as interfaces with project, portfolio and programme management will need to be addressed. The Vocabulary Working Group have made progress in this notoriously difficult task while our last remaining Study Group completed its work and made the transition to full Working Group status. They are developing provisional working draft of a future standard on Programme Management.”

“So we have had a very busy Plenary, considerable progress has been made across the whole range of our responsibilities. We will be meeting again as a Plenary in Toronto next autumn. In the meantime, the Working Groups will meet independently in Vienna in February to deal with their own specific work plans. Our excellent hosts, JISC, not only provided excellent facilities for our work but also provided a fascinating city tour to allow us to see some of the UN World Heritage sites in Kyoto. I am sure that I speak for all our Subject Matter Experts when I say that we felt privileged visit this lovely part of Japan. We are particularly grateful to the Society of Project Managers who sponsored the Plenary and did so much to make our visit both productive and enjoyable. Their hospitality and attention to detail has allowed us to get a great deal of work done in delightful circumstances.” Mr Shepherd can be contacted at Miles.Shepherd@msp-ltd.co.uk , and Mr Best at Karl.Best@pmi.org .

ISO/TC 258 WG1 did not convene in Kyoto, however, ISOTC 258 WG1 convener Mr **Steve Fahrenkrog**, serving ANSI, participated in the ISO/TC 258 plenary sessions. Mr Fahrenkrog was pleased with the WG1 progress, and commented: “It was a pleasure to attend a plenary without the associated pre-work to subsequently run a Working Group meeting. It was also nice to have a chance to participate as a subject matter expert again in Working Group 4 and work with some old friends and meet some new ones while in WG4 work.”



“I am very pleased with the results of the DIS Ballot for ISO 21502, specifically 28 out of 29 votes for approval. I think the results reflect the high level of knowledge and performance of the Working Group 1 subject matter experts. I look forward to meeting with

the members of Working Group 1 in Vienna early next February to complete the work on ISO 21502.” Mr Fahrenkrog can be contacted at SLFahrenkrog@gmail.com .

ISO/TC 258 WG2 sessions were run by Mr **Rommert Stellingwerf**, ISO/TC 258 WG2 Convenor, serving **Netherlands Standardization Institute (NEN)**, and Mr **Jaycee Kruger**, ISO/TC 258 WG2 Secretary, serving **South African Bureau of Standards (SABS)**.



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

Mr Stellingwerf and Mr Kruger were very pleased with the WG2 sessions, and commented “All objectives for the week were met: 24 (of the 87) members of the working group, who represented 15 (of the 21) countries, concluded in a very positive atmosphere an update of the ISO 21503 Working Draft – *Guidance on governance of projects, programmes and portfolios*, based on the comments received on the first version that was compiled in Cascais, Portugal, in March 2014. This standard describes the context and provides guidance on the framework and high level principles for the governance of projects, programmes and portfolios, from pre-project considerations to post-project evaluations, bringing together current practices. In the coming years the contents of this document will continually be improved by the subject matter experts of the working group to the ISO 21503 International Standard, which is planned for publication in 2017.” Mr Stellingwerf can be contacted at Rommert@familiestellingwerf.nl and Mr Kruger at Jaycee.Kruger@gmail.com .

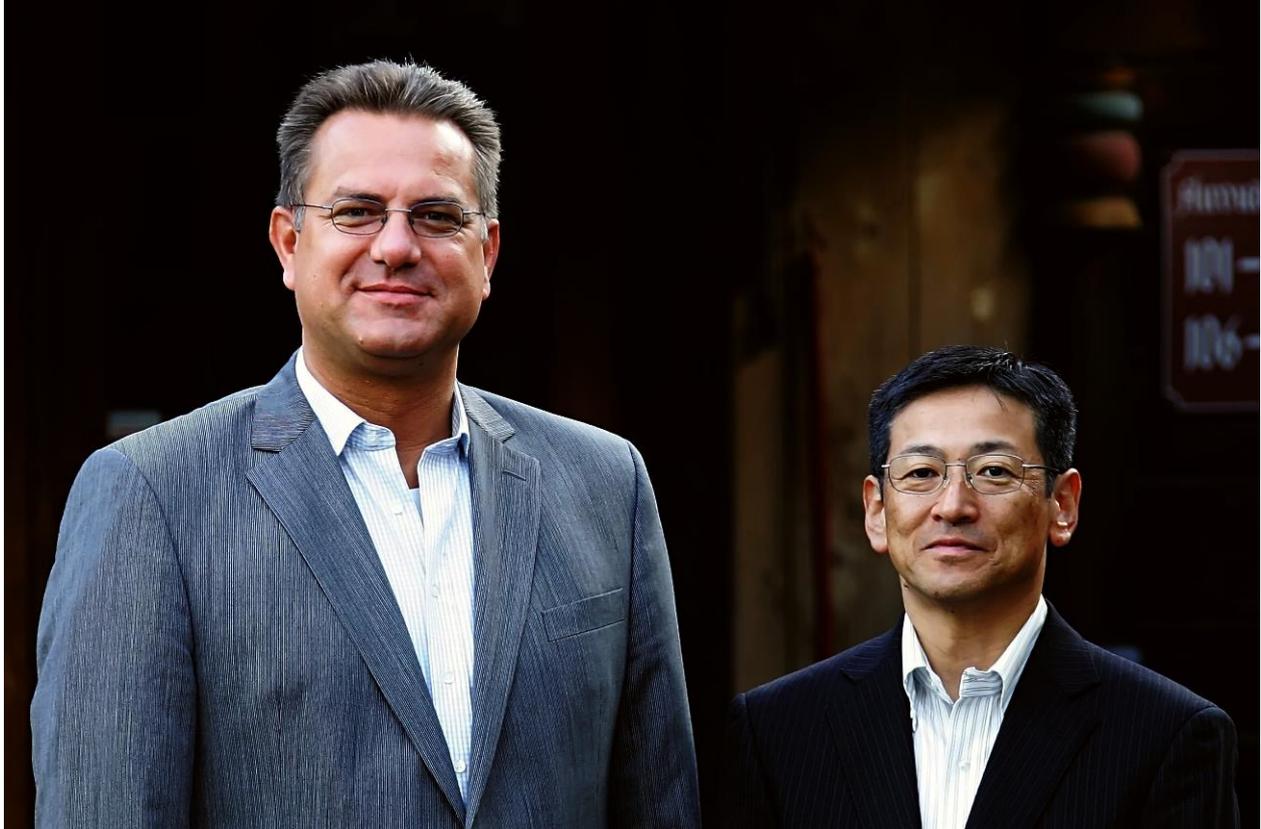
ISO/TC 258 WG3 sessions were run by Mr **George Jucan**, ISO/TC 258 WG3 Convenor, serving **Standards Council of Canada (SCC)**, and Mrs **Isabelle Lambert**, ISO/TC 258 WG3 Secretary, serving **Association Française de Normalisation (AFNOR)**.



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

Mr Jucan and Mrs Lambert were pleased with the WG3 sessions, and commented "While terminology work is often seen as the least glamorous component of standardization process, it creates a strong foundation for consistency across the entire family of standards to be produced by ISO/TC 258. Composed by extremely experienced subject matter experts from 15 countries, WG3 has made tremendous progress during the first face-to-face meeting and it set the stage for effective work in a virtual environment until the next meeting." Mr Jucan can be contacted at GJucan@openablers.net and Mrs Lambert at Isabelle.Lambert@afnor.org .

ISO/TC 258 WG4 sessions were run by Mr **Reinhard Wagner**, ISO/TC 258 WG4 Convenor, representing **Deutsches Institut für Normung (DIN)**, and Mr **Akihiko Sekiguchi**, ISO/TC 258 WG4 Secretary, representing JISC.



In the photograph (from left to right): Mr Reinhard Wagner and Mr Akihiko Sekiguchi

Mr Wagner and Mr Sekiguchi were happy with the WG4 sessions, and commented: "After one year of studying the subject and preparing a draft document we had a quick start into the formal process of developing an international standard. Still we are in the process of aligning programme management with the other standard projects, e.g. the portfolio management, the governance of projects, programmes and portfolios as well as the vocabulary. We can observe an increasing need for programme management in various sectors. Organisations intend to realize certain benefits through programmes to achieve strategic objectives. This is why the upcoming standard will address the people managing or participating in programmes, executive managers, sponsors as well as the developers of national or organizational standards. It is very exciting to work with such a multi-culturally diverse group of experts developing such an international standard." Mr Wagner can be contacted at R.Wagner@gpm-ipma.de and Mr Sekiguchi at ASeki@jp.fujitsu.com.

Representatives from three ISO/TC 258 liaisons participated in the ISO/TC 258 Kyoto event:

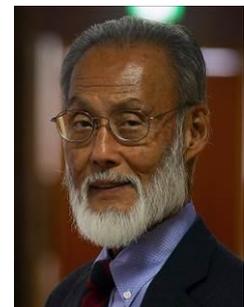
Mr **Michael Young**, representing **IPMA**, was happy with the event and said “It is great to see many members of the IPMA family participating in the ISO Technical Committee through their national standards bodies. The development of standards is an important but not always easy process. It requires the testing and challenging of ideas, concepts and terminology. It requires the examination of a diverse range of thoughts and viewpoints. Through these discussions we reach a common understanding and in turn achieve the required consensus. The result is not only a standard. We also leave such workshops with new found friends from around the globe, all of who have a passion and interest in improving practices in project, programme and portfolio management. I look forward to participating in future ISO workshops and continuing the important liaison role of behalf of the IPMA family.” Mr Young can be contacted at Michael.Young@transformed.com.au.



Mr **Paul Shaltry**, representing **PMI**, was content with the event and commented “PMI is pleased to help advance global consensus on project, program and portfolio management through its work within ISO/TC 258. The collaborative environment of the Technical Committee will benefit practitioners and organizations worldwide. PMI thanks and appreciates our Japanese hosts for the excellent arrangements that enabled this week's productive meeting”. Mr Shaltry can be contacted at PEShaltry@sbcglobal.net.



Mr **Thomas Kurihara**, representing **JTC1/SC7**, was satisfied with the event and remarked “I appreciated the opportunity to attend each of the working group and plenary sessions of TC258 in Kyoto and to get reacquainted with the program of work of TC258. I attended the first meeting of TC258 held in the Washington, DC, area and presented a liaison report. Items of note for me were the number of National Bodies represented, number of experts contributing in each working group, and the effectiveness and work accomplished in small groups and brought to the several working group plenary sessions to consolidate the work products. I was impressed with the efficiency and effectiveness of the Chairman and Secretary in the conduct the opening and closing plenary having experienced longer and more arduous plenaries in JTC 1 SC7 and in ISO TC204, Intelligent transport systems, which have a more extensive work program. My interactions with experts and the leadership in each working group was very satisfying and I trust that increased liaison activity between JTC 1 SC7 and ISO TC258 would be beneficial to establish a common understanding and view of project, programme, and portfolio management. I thank you all and appreciate the opportunity to observe and participate in TC258 while in Kyoto.” Mr Kurihara can be contacted at tkstds@mindspring.com.





Japanese Industrial Standards Committee (JISC) was established within the Ministry of Economy, Trade and Industry to conduct surveys and deliberations on industrial standardization based on the Industrial Standardization Act. Specifically, the JISC is set up to conduct deliberations on the adoption and revision of JIS, and to submit reports based on recommendations to related ministers and conduct consultations therewith with regard to the promotion of industrial standardization, as aspects of which include industrial standards, JIS Mark Certification System, and the Japan National Laboratory Accreditation System. The JISC also participates in international standard development activities as Japan's sole representative body in the ISO and the IEC.

For further information please navigate to www.jisc.go.jp .



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 162 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 .

Five PM World Journal advisors participated in the ISO/TC 258 Kyoto event:



*In the photograph (from left to right): Mr Jouko Vaskimo, Mr Miles Shepherd, Mr JC Krueger, Mr Reinhard Wagner, and **Mr Theofanis Giotis**.*

About the Author



Jouko Vaskimo

Author



Jouko Vaskimo works as Development Manager at Aalto PRO, the Professional Development unit of Aalto University in Espoo, Finland. He is also an International Correspondent and Editorial Advisor for **PM World** in Finland. Jouko graduated from Helsinki University of Technology in 1992. Since then he has held project management related assignments with increasing levels for responsibility at Sinebrychoff Ltd, the oldest brewery in Scandinavia; Kemira Engineering Ltd, the leading chemicals manufacturer Finland; DNA Finland Ltd, a large Finnish mobile phone operator; Nokia Business Infrastructure; and Ixonos PLC, one of the leading Finnish ICT consultancies. Jouko holds the IPMA Level C (Project Manager) and Level B (Senior Project Manager) certificates and is the chairman of the Finnish IPMA Certification Body operating IPMA certification in Finland. He is a founding member of PMI Finland Chapter. He received the PMP certificate in 2003. Since October 2007, Jouko 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.