The mission of Technical Committee 258 (ISO/TC 258) is to provide practitioners, executive management, team members, consultants, academics, and others: standards and other related ISO documentation, which will enable the practice of any--type--the practice of project, programme, and portfolio management. To this end, the objectives outlined in this strategic business plan are focused on providing, improving, and maintaining a body of standards and other supportive and data driven documents, where available, which will enable the practice of project, programme, and portfolio management.

ISO/TC 258 serves a global marketplace that is estimated to be $74 trillion US dollars in value for the commercial sector. Other sectors such as government and non-profit do not have valuations that are given any verification weight but are often stated to be in the combined area of $50 to 80 trillion globally depending upon what is included in the valuation process. (News and World Report 2012)

In accomplishing these objectives, the ISO/TC 258 provides the global marketplace a common understanding and supporting vocabulary with which to practice these management disciplines identifying new and emerging topics that are of interest to our stakeholders. The TC also develops other ISO documents for new and emerging areas to help promote dialogue and conceptualize new ideas that will allow the future development of international standards.

ISO/TC 258 has delivered one standard to the international marketplace; guidance for project management, which has been adopted by a number of nations as a national standard. The committee has also developed international guidance standards on programme management, portfolio management, and governance, some of which have been adopted or adopted with modifications. Other standards such as the earned value management standard are in the process of being modified for adoption by some countries, as their national standard. The mission now is to strive to obtain the acceptance and practical application of the standards already issued within the global marketplace mentioned in the previous paragraph, and continue delivering standards in the area of project, program and portfolio management, as well as the updating of those standards that have been produced that the TC determines need to be updated.

This Strategic Business Plan describes and consolidates ISO/TC 258 working practice and environment. The Strategic Business Plan will be updated as needed and is considered a living document by the TC.
1. INTRODUCTION

1.1 ISO technical committees and business planning

The extension of formal business planning to ISO Technical Committees (ISO/TCs) is an important measure which forms part of a major review of business. The aim is to align the ISO work programme with expressed business environment needs and trends and to allow ISO/TCs to prioritize among different projects, to identify the benefits expected from the availability of International Standards, and to ensure adequate resources for projects throughout their development.

1.2 International standardization and the role of ISO

The foremost aim of international standardization is to facilitate the exchange of goods and services through the elimination of technical barriers to trade.

Three bodies are responsible for the planning, development and adoption of International Standards: ISO (International Organization for Standardization) is responsible for all sectors excluding Electrotechnical, which is the responsibility of IEC (International Electrotechnical Committee), and most of the Telecommunications Technologies, which are largely the responsibility of ITU (International Telecommunication Union).

ISO is a legal association, the members of which are the National Standards Bodies (NSBs) of some 140 countries (organizations representing social and economic interests at the international level), supported by a Central Secretariat based in Geneva, Switzerland.

The principal deliverable of ISO is the International Standard.

An International Standard embodies the essential principles of global openness and transparency, consensus and technical coherence. These are safeguarded through its development in an ISO Technical Committee (ISO/TC), representative of all interested parties, supported by a public comment phase (the ISO Technical Enquiry). ISO and its Technical Committees are also able to offer the ISO Technical Specification (ISO/TS), the ISO Public Available Specification (ISO/PAS) and the ISO Technical Report (ISO/TR) as solutions to market needs. These ISO products represent lower levels of consensus and have therefore not the same status as an International Standard.

ISO offers also the International Workshop Agreement (IWA) as a deliverable which aims to bridge the gap between the activities of consortia and the formal process of standardization represented by ISO and its national members. An important distinction is that the IWA is developed by ISO workshops and fora, comprising only participants with direct interest, and so it is not accorded the status of an International Standard.
2. BUSINESS ENVIRONMENT OF THE ISO/TC

2.1 Description of the Business Environment

The following political, economic, technical, regulatory, legal and social dynamics describe the business environment of the industry sector, products, materials, disciplines or practices related to the scope of this ISO/TC, and they may significantly influence how the relevant standards development processes are conducted and the content of the resulting standards:

The need to attract and retain more industrial representation is a necessity for broader adoption of the current standards, and development of additional standards and other ISO documentation. to:

- achieve and connect organizational strategy to the collective and related deliverables and benefits resulting from projects, programmes and portfolios of projects and programmes;
- gain competitive advantages;
- respond quickly to changing business environments;
- optimize acquisition and allocation of resources;
- manage organizational change;
- contribute to an organization-wide view of their activities to feed strategic planning;
- deliver products and services in line with stakeholder needs, desires, and requirements in a cohesive manner across the entire portfolio of products and services offered by the organization.

Note: Throughout this Business Plan -project management‖ is often used to include -project management, programme management, and portfolio management‖. It should be assumed that -project management‖ includes all three unless the context clearly implies just projects are being discussed.

The importance and interest in project management has steadily increased because on a global scale organizations are experiencing increased technical, delivery, and financial accountability:

- increasing customer and stakeholder expectations regarding the development and transfer of deliverables and benefits;
- increasing collaboration on projects and programmes on a global scale;
- increasing demand on resources, including human resources;
- limiting financial risk to organizations;
- increasing number of national, sector specific and organizational standards;
- increasing awareness that project management is a global development force and should consider integrating sustainability where appropriate;
- scarcity of natural resources and need to optimize consumption.

Organizations are increasingly utilizing teams from different countries, cultures, and experience levels, as well as partner companies, to complete project tasks that are being controlled from a different country and culture. A set of standards may to be applied across an organization or organizations, regardless of where the team is situated physically.

The stakeholders for project management standards include, but are not limited to:

- Organizations offering project management services;
- Organizations and individuals providing project management education, training, consultation, certification, models and tools;
- Organizations and individuals conducting research, audits or quality control of project management, projects, organizations or individuals;
- Organizations that utilize project management approaches whether in a private, public, or non-governmental organization;
- Senior leadership within organizations;
- Practitioners of project management;
- ISO community;
Developing regions and nations;
- Institutions that finance projects.

In some organizations, there is general agreement that project management has value. In some organizations project management is seen as a tool used to accomplish work or produce deliverables and benefits. Other organizations view project management as a set of techniques and practices modified to fit the organizational needs. Yet, other organizations see project management as a strategic advantage that the organization wants to protect like their processes and procedures for project management, as a trade secret. No matter the organizational view of project management, a specific approach works regarding project management; however, finding common ground and consensus across multiple organizations working together on the same project or on a project to support standardization can prove to be challenging due to difference in approaches.

One of the issues plaguing consensus relates to the differing maturity levels of project management processes and practices among organizations and across the spectrum of developed countries to those less developed countries. Numerous problems may exist, including not having the same experience base or resources to be able to utilize the standards many organizations with broader and deeper experience have available to them.

Equally impacting consensus are cultural differences and their impact on how project management is practiced or understood across the globe.

Due to the lack of international standards, a number of consulting organizations, training organizations and colleges and universities have developed their own methods or adopted and adapted existing written materials to promote and teach project management.

Complicating the standards work of ISO/TC 258 is the fact that many large organizations see international standards as constraining their ability to do project management in a way that works best for their organization. Further, some organizations that support project management believe that their projects and programmes are so unique that an international standard would be too simple or too complex for use on their organizations projects and programmes.

There are two primary, international project management membership organizations, the International Project Management Association (IPMA) and the Project Management Institute (PMI). Both organizations are major players in the area of project management.

Additionally, there are several other important national and international organizations that advocate for some aspect of project management or some specific industry application of various project management approaches. Many of these organizations have been creating and documenting project management standards for over 30 years prior to ISO initiating its project management standardization activities with ISO/PC 236. There are also many other ISO committees such as ISO/JTC 1 SC 7, ISO/TC 20, ISO/TC 262, and ISO/TC 176 that have developed standards on some aspect of project management as currently practiced in their sector or areas of accountability. A current listing of those ISO committees with liaison to or from ISO/TC 258 is included in Clause 4.2.

Various regulatory and statutory issues in a few countries impact views of competency in project management, but not on the general practice of project management. There may be specific regulatory or statutory schemes providing explicit direction or constraints on certain areas, but generally such legal directions or constraints do not change the general practice of project management. Regulatory and statutory schemes may also impact adoption of the standards as national standards in some countries, but do not impede the use of the standards in industry or as academic or training instruments or tools.

### 2.2 Quantitative Indicators of the Business Environment

The following list of quantitative indicators describes the business environment in order to provide adequate information to support actions of the ISO/TC:

There are multiple indicators of the breadth of interest and demand for project management as a professional field. According to the Economist Intelligence Unit ViewsWire, 23.4% of global GDP (USD 13.6 trillion at 2005 prices) in 2014 was spent on fixed capital projects and this percent remains constant per the World Bank as of 2017. This USD 13.6 trillion figure represents -Real Gross Fixed Investment: 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. Furthermore, this figure is projected to increase to USD $16.2 trillion (23.7% of GDP) by the end of 2019.

A survey of 500 companies, in Towards a Measurement of “Projectification”: A Study on the Share of Project Work in the German Economy in GPM’s ADVANCED PROJECT MANAGEMENT (VOL.4) Flexibility and Innovative Capacity (2015), found that the share of project work in 2013 makes up to a total of 34.7 % of the German economy. This share went up by nearly 20 % in the last few years and is expected to increase further to more than 40 % by 2019.

According to PMI”s Industry Growth Forecast: Project Management Between 2010 + 2020 (March 2013), million new project management roles will be created globally--reaching an economic impact of over $18 trillion--across seven project-intensive industries between 2010 and 2020. Along with job growth, there will be a significant increase in the economic footprint of the profession; the project management profession is slated to grow by USD $6.61 trillion. This enormous anticipated growth, along with higher-than-average salaries, will make the next five years an opportune time for professionals and job seekers to build project management skills.

According to PMI’s Report 2016 -Pulse of the profession‖, at organizations that place a high priority on creating a culture that recognizes the importance of project management: 71%of projects meet original goals and business intent, compared with 52% at organizations that make it a low priority. But most organizations aren’t making the connection: only 38%of organizations place a high priority on creating a culture that recognizes the importance of project management.

According to PMI Report 2016 -Pulse of the profession‖, organizations that invest in project management waste 13 times less money because their strategic initiatives are completed more successfully. Data from the new PMI Report 2019 -Pulse of the profession, survey show organizations now wasted almost 12 percent of their investment in project spend last year due to poor performance—a number that’s barely budged over the past five years.

According to PMI Report 2016 -Pulse of the profession‖: More critical is the money that continues to be wasted when projects aren’t managed well. We see US$122 million wasted for every US$ 1 billion invested due to poor project performance. According to PMI Report 2018, -Pulse of the profession‖, since 2013, they have seen a 27% decrease in the amount of money organizations are wasting due to poor project performance (9.9% of every dollar invested, down from 13.5% in 2013). Organizations are able to reinvest that savings into other areas to enable them to move faster, produce more, and achieve greater success.

According to PMI Report —Pulse of the profession‖, 93% of organizations report using standardized project management practices. Embedding consistent standardized practices reduces risk and leads to better outcomes, particularly when the use of these standardized practices are used throughout the organization.

The 17 Sustainable Development Goals of the 2030 Agenda for Sustainable Development adopted by world leaders in September 2015 will require national and international projects on a huge scale. Over the next fifteen years, countries will mobilize efforts in areas like infrastructure, water and sanitation, energy, health, urbanization, while also tackling climate change. All stakeholders: governments, civil society, the private sector, and others, are expected to contribute to the realisation of the new agenda.

In order to achieve the Sustainable Development Goals, substantial investment will be required, in both developed and developing countries - in the trillions of dollars. To achieve such investment, international investment and national investment will need to be made through projects using current project management standards, such as those standards promulgated by ISO/TC 258.

The Paris Climate Agreement, adopted by 195 parties to the UN Framework Convention on Climate Change last December calls on countries to combat climate change and to accelerate and intensify the actions and investments needed for a sustainable low carbon future. Another example of a United Nations Convention Agreement is the Monterrey Consensus adopted in March 2002 by over fifty heads of state and several financial institutions. The thrust of the Monterrey Consensus and the follow-on Doha Declaration is to establish projects to work towards the elimination of burdensome debts carried by many third-world nations. Actions must in many cases be taken in the form of projects.
Worldwide professionals are available to implement ISO project management standards and improve project and programme outcomes for a better world. To support this statement, it is estimated that there are greater than one (1) million trained individuals in project management globally.
3. BENEFITS EXPECTED FROM THE WORK OF THE ISO/TC

The goal of the ISO/TC258 is to develop, maintain and encourage the use and spread of ISO standards in the area of project management that can be added value for all types of organizations and acceptable to the project management community.

Common terminology and practices will provide improved global integration of project and programme teams. A strong family of standards at the global level should encourage national standards to align terminology and practices to the ISO standards and encourage harmonization within organizations to the ISO standards. This alignment and harmonization will provide practitioners with ease of transfer among organizations and countries. Finally, evaluating and aligning national standards against global standards will provide a common benchmark for organizations that hire project, programme or portfolio managers.

A strong family of standards at the global level, which complement national and cultural needs, will encourage adherence to the international standards. With strong international standards, which are designed to be inclusive, the standards are more likely to be adopted in a variety of organizations, industries, localities, and cultural contexts.

There are multiple benefits for a wide variety of stakeholders, such as organizations performing projects, programmes and portfolios; customers using the respective deliverables; practitioners in the field of project, programme and portfolio management; certification bodies; professional organizations; research and educational institutions; national standardization bodies and ISO.

Benefits include, but are not limited to, improved:

- organizational efficiency and effectiveness;
- alignment of national standards and sector-specific guidance;
- collaboration and communication on global scale;
- tendering and supplier selection and integration;
- professionalism;
- risk awareness and loss avoidance;
- awareness of project context and stakeholders.

A further benefits are the increased mobility and employability of the practitioners of project management and the team members that practice many of the supporting areas of project management, such as risk, quality, and project control functions.

A common vocabulary and project management standards further allows individual practitioners to participate on multiple project or programme management teams. Standards also help harmonizing project related concepts, principles, practices and processes. In this way standards support organizations and individual practitioners to achieve the benefits mentioned previously.

Several studies have been undertaken to determine cost savings from instituting project management or project management models, including instituting project management offices. Unfortunately, as many of these studies conclude no definitive dollar amount has been able to be determined. Issues resulting in this finding are: the unique nature of projects in organizations; the lack of uniformity in the business models used by organizations including the lack of uniformity in establishing project management offices; and the lack of uniform governance structures in organizations. The latest paper in this area is Determining the Mathematical ROI of a Project Management Implementation by Ricardo Viana Vargas (2013).

Project management standards currently have incorporated safety, environmental, and sustainment activities. These activities should take into account the local, regional, provincial, state, or national rules, regulations, or statutory requirements—Project management standards should consider for these requirements throughout the project where required, including but not limited to procurement, quality, safety, human resource management, and communication.

ISO/TC 258 efforts in project management standards consider culture, regional considerations, and the need to account for global team management, including virtual global team management. In order to achieve this standard process, the TC teams should conduct a process to assess the standards or other materials available in the area of project management that are currently available.
or that can be accessed. The standard to be written should attempt to harmonize these materials and approaches to enable the use of ISO standards globally.

Currently, ISO/TC258 is studying a potential management system standard for projects, programmes, and portfolios.
4. REPRESENTATION AND PARTICIPATION IN THE ISO/TC

4.1 Membership

A list of current members of ISO/TC 258 may be found at:

https://www.iso.org/committee/624837.html?view=participation

4.2 Analysis of the participation

As project management continues to gain recognition and adoption across a larger number of business sectors in the world economy, the implementation of best practices through standardization also gains traction, resulting in an increase in member countries and liaison participation in ISO/TC 258.

As of end 2019, ISO/TC 258 has 36 P-member (participating) countries and 11 O-member (observing) countries. Current liaisons to ISO/TC 258 or working with ISO/TC 258 as Category A liaisons include:

ISO committees in liaison to ISO/TC 258:

ISO committees in liaison from ISO/TC 258:

Organizations in liaison (Category A and B) to ISO/TC 258:
- College of Performance Management, Global Alliance for Project Performance Standards, International Project Management Association, Project Management Institute, and Association for the Advancement of Cost Engineering

ISO/TC 258 has good participation from Europe, North America and Australia. Participation in Asia is increasing with the recent addition of China, Mongolia and India complementing the memberships of Japan and Korea. There is limited participation in Africa, led by the Republic of South Africa and Cameroon. South American country participation has increased in the past couple of years to include Peru and Chile. These memberships join those memberships of Brazil and Argentina. Costa Rica from Central America has also participated. Economically developed countries are well represented, but there is limited participation from the emerging economies, as demonstrated by the preceding discussion.

Many participating members routinely send multiple subject matter experts to the plenary meetings and working groups, implying significant interest and the ability to support multiple work items.

However, such participation is limited to a select group of countries. To encourage and facilitate participation from more countries, ISO/TC 258 historically has alternated plenary meetings between Europe and either Asia or the Americas every other year. However, in recent years availability of hosts has driven the location of the plenary meetings more than the schedule. Since 2017 the plenary meetings have taken place on all continents subject to availability.

As to concerns within the stakeholder community, one concern that may exist within the TC is that many of the subject matter experts representing the member nations are consultants and trainers that do not represent industrial stakeholders or the representation is somewhat skewed to the training environment rather than the internal industrial focus. The need to attract and retain more industrial representation is a necessity for broader adoption of the standards, development of additional standards and other ISO documentation.

One issue that has arisen in trying to attract participating countries is the participating country member that participates solely in voting capacity and does not send subject matter experts to meetings; does
not have subject matter experts that participate virtually; or does not have subject matter experts that participate in the commenting on documents. Participation solely by voting does not allow the TC the benefit of any insight into the needs of the country, the industrial stakeholders, other country stakeholders, or the demands for specific language directed towards standards to allow for better project management in that country. Some countries that originally registered as participating (P) have switched to observing. However, because ISO requires countries to vote to maintain their P membership, many countries that do not actively participate often significantly impact the voting of the actively P members.

ISO/TC 258 is continuing to examine the expansion towards virtual plenary and working group meetings, although it should be noted that working group use of virtual tools supplied by ISO continue to be used and advance work between meetings is increasing. Some issues have been noted and time zone issues continue to be a problem due to the actual time zone spread, as well as cultural implications of working during certain times of the day. To facilitate working group virtual meetings most of the working groups have adopted a rotation of three meeting times so that no country is continually placed at a disadvantage in participating.

ISO/TC 258 membership is growing slowly now, after several years of steady growth. Many members work in the global marketplace and encourage participation from ISO member countries, not currently represented. As an example, much of the economy of Africa is project-driven. Members from Cameroon and South Africa participated in African Union conferences and African Organisation for Standardization (ARSO) annual general meetings 2015 – 2016 and spoke about the benefits of consistent project, programme and portfolio practices as defined by ISO standards.

The efforts to improve representation and participation in ISO/TC 258 should include, but not be limited to:

- ISO/TC 258 leadership, Chair and Committee Manager, formally called the Secretary, should make efforts to recruit additional national bodies to join the TC, and to activate member countries, which do not regularly participate in TC and WG meetings and discussions. Additional effort should be made in recruiting countries from under-represented geographies and economic regions, especially in those regions, which would benefit most from the use of PPPM. TC leadership may also identify opportunities for outreach via the international ISO level and the international level of project, programme, and portfolio management professional organizations.

- Country Heads of Mirror Committees and mirror committee members should identify opportunities for outreach to organizations within their countries, to promote the benefits of participation in international standards activities via the national delegation. Opportunities may exist within companies, government agencies, and other organizations within the country that are known to have project, program, and portfolio managers on staff, and at local chapters of PPPM professional organizations. ISO/TC 258 leadership may be used as a resource to assist in these outreach activities.

The ISO/TC 258 leadership, Chair and Committee Manager, TC members and their mirror committees, as well as liaison organizations, and the individual experts should make efforts to identify and exploit appropriate communication means and channels. These contacts and communication channels will be used, in line with the ISO policy, as appropriate, in order to increase the image, the visibility and awareness of the TC work to potential users of standards published and under development process and to a wider international audience.
5. OBJECTIVES OF THE ISO/TC AND STRATEGIES FOR THEIR ACHIEVEMENT

5.1 Defined objectives of the ISO/TC

The project management standards produced by ISO/TC 258 created by ISO/TC258 are produced under an overarching concept of project management standards. An overarching standard is currently under development to provide this structural element for future development and current understanding for the TC and the user stakeholders.

Currently the ISO/TC 258 standards provide a common vocabulary for organizations using project management and practitioners practicing project management within Clause 3 of each standard. The TC has an internal vocabulary document that is a Technical Report that will be reviewed and updated until such time as the TC determines to take another action regarding vocabulary.

The overall technical objective of ISO/TC 258 is to provide ISO standards and implementation guides or other ISO documents to the international marketplace in the areas of project, programme, and portfolio management. The standards should be:

- aligned with expected benefits described in Clause 5, and
- likely to be used by the project management community.

The TC will support the spread of the standards adopted by numerous countries. Further the set of the standards developed by the TC subject matter experts and maintained should depend on the needs of the organizations within the countries that are members of the TC.

TC258 promotes and inspires member countries to develop new standards and revise existing standards that will inspire new subject matter experts of existing and additional countries to join work and ad hoc groups.

ISO/TC 258 must set up a mechanism to maintain and track the existing project management standards until 2030, including potential New Work Item Proposals not later than mid-2020.

5.2 Identified strategies to achieve the ISO/TC’s defined objectives

ISO/TC 258 leadership, Chair and Committee Manager, encourage the TC members to establish a working group or an ad hoc group to develop a recruiting and marketing plan to achieve additional active TC members.

The recruiting or marketing plan can include, but is not be limited to:

- detailed timeline for the rollout activities;
- benefits of participation in international standards activities;
  - organizations both involved in using project, programme, and portfolio management standards and those organizations currently not using such standards
  - potential liaison organizations
- communication channels with their pros and cons;
- list of identified large global organizations that should be asked join the TC; Necessary resources and funding;
- limitations, such as resources;
- key performance indicators for the project management standards use around the world that can be measured by the ISO/TC 258;
- survey: At least 20 global organizations to be asked: what are their expectations regarding project, programme, and portfolio standards, and, where do those global organizations see the benefits arising.

ISO/TC 258 develops and publishes a detailed recruiting and marketing plan by the end of 2021.

ISO/TC 258 has at least five (5) additional new active members or members that change from voting only to active participation and that attend TC258 plenary meetings by the end of 2022.
ISO/TC 258 has more than thirty (30) countries with at least one hundred (100) subject matter experts at each TC plenary meeting by the end of 2024.

ISO/TC 258 periodically conducts a survey of its members to determine what topics they believe should be considered for new work items by the TC using one of the formats offered by ISO Directives, Part 1. The list of possible future work, from the latest survey, is contained in the following link, (https://sd.iso.org/documents/ui/#/browse/iso/iso-tc-258/library/3/21347458_LL/21470233_LL) and should be updated bi-annually (on even years), as directed by the TC, and should be reviewed per the ISO Directives and updated as determined by the TC using the Strategic Business Plan Advisory Group. Additional in-scope new work item proposals may be considered as submitted by member countries, and if accepted, added to the potential work items. Changes to the potential work items list will be documented, including the reason for the change by the TC Committee Manager and maintained as part of the TC documents.

Annex A, Projected Required Future Work of ISO/TC258, shows the projected future work of ISO/TC 258 required to keep current standards and other ISO documents current and should be updated as required by the TC Leadership.

Not all topics in the potential work items list will automatically be proposed as new work items to develop a standard, as they must be sponsored by a member nation as a convener and supported adequately by other member nations. New or emerging topics of interest to ISO/TC 258 stakeholders or topics gaining interest in project management literature may result in a new work item to produce one of the ISO deliverables described in the ISO Directives, Part 1. Membership may also produce a resolution for the purpose of studying emerging topics of interest or topics gaining interest to determine whether a new work items should be developed for the purpose of producing one of the ISO deliverables. The use of ISO deliverables such as technical reports (TR) and Publicly Available Specifications (PAS) can help advance the project management practice in new or emerging areas where there is not yet consensus or agreement on the value of one or more emerging practices. TRs and PAS can provide documentation about how organizations can experiment with new ideas to help reach agreement or consensus on what works and what doesn’t. As topics mature and consensus is achieved then TRs or PAS can be updated to become International Standards.

Implementation guides may be a way to bridge the gap between standards acceptable for mature or relatively mature organizations and organizations just beginning to practice project management or those organizations with limited experience practicing project management, or the first step for the adherence of those organizations that do not have knowledge about project management and use other concepts or practices to operate the organization. Such guides may also be warranted in areas that are extremely dependent upon various computations and models.

It is also the intent of ISO/TC 258 to liaise with any ISO Technical Committee where the work may interact or may be dependent upon the work of this TC, such as quality management, to facilitate alignment between and among the various standards and minimize confusion or misuse in the marketplace.

In order to achieve the objectives of ISO/TC 258 and associated working groups and ad hoc groups shall:

- meet and communicate regularly to accomplish work in different participating countries;
- meet virtually, whenever possible and communication can meet the needs of virtual participants;
- utilize generally available technologies to disseminate ideas using easy access, comment, and sharing tools in the electronic space, minimizing the need to meet face to face
- actively manage liaisons among working/and ad hoc groups within ISO/TC 258 in order to improve consistency among various standards
- maintain the integrity of products by improving the review process;
- encourage the participation and consensus building of relevant parties and facilitate their active involvement in the decision making processes;
- encourage and develop group discussion processes that lead to consensus building, while achieving thoughtful and thorough understanding and reviews of the material;
- improve ISO/TC 258 operations, including decision making processes on a continuous cycle;
- capture and disseminate the experience and technical knowledge of subject matter experts participating in the development of project standards;
- liaise with other TCs and PCs to enable alignment among standards affecting the practice of project management.

ISO/TC 258 will use the *ad hoc* group structure via the resolution process to facilitate in depth review of various topics, if required, before the TC considers a New Work Item Proposal. The other process enhancement used by the TC to explore what is happening as to emerging subject areas or topics of interest within the broader community of stakeholders for the standards and other ISO documents of the TC is the Technical Development Group. The Technical Development Group has a set of terms of reference that is approved by the Plenary of TC annually. Within that set of terms of reference, is the scanning of what is being written about or being tracked within academic and other literature within the field of project management.
6. FACTORS AFFECTING COMPLETION AND IMPLEMENTATION OF THE ISO/TC WORK PROGRAMME

The success of ISO/TC 258 depends on the ability of the member bodies to staff the working groups, ad hoc groups and other groups, as deemed necessary, with knowledgeable and participatory subject matter experts from a wide range of their national constituencies. The diverse views of participants will produce a set of well-informed standards and other ISO deliverables. Further, the diverse membership will be required to fully participate and not just be listed as participatory members for the purpose of voting. Participatory members should participate in the gathering of the data and information required for drafting, drafting, commenting, and editing of the various ISO documents to be produced by the TC.

A survey among participating ISO/TC 258 counties showed that the following factors could impact the completion or the acceptance of the ISO/TC 258 developed ISO documents:

- limited resources for actively participating in the development of an ISO document;
- lack of consensus on the ideal level of participation in the development of content of an ISO document;
- lack of consensus regarding needs for standardization in project management in any given area;
- some participating countries have their own national standards in project, programme and portfolio management with credentials and certifications based on those specific standards and may not accept a global standard; and,
- as new and emerging countries begin to participate, levels of project, programme, and portfolio management standards bases vary causing misunderstandings and inconsistencies in identifying needed standards or other ISO documentation.

There is interest in developing an MSS from some countries, and a lack of interest from other countries.

In addition, Strengths, Weaknesses, Opportunities, and Threats (SWOT) survey was conducted in December of 2015. The survey served to inform the TC for its Strategic Business Plan. Twenty-one (21) countries of ISO/TC 258 as of December 2015 participated, which was 44% of the TC membership. The survey asked for five (5) responses for each category of strengths, weaknesses, opportunities, and threats. On average respondents provided three (30 comments out of the five (5) opportunities. The following are the preliminary conclusions of the analysis of comments reported in the Analysis Report (Annex A of the 2016 Strategic Business Plan, superseded by this Strategic Business Plan):

- **Strength:** International network of project, programme, and portfolio management experts, with passion and enthusiasm
- **Weakness:** Lack of shared strategic vision, lack of leadership, insufficient use of modern project management methods, collaboration tools and techniques
- **Opportunities:** Design a 5-10 year roadmap, based on a shared vision, renew TC leadership and prevent denomination of chair and secretary coming from one community.
- **Threats:** Ineffective collaboration and aligning with other ISO TS’s will lead to low quality of ISO/TC 258 standards, which will not be adopted by the global community.

A follow-up survey should be conducted about every five (5) to six (6) years.
7. STRUCTURE, CURRENT PROJECTS AND PUBLICATIONS OF THE ISO/TC

This section gives an overview of the ISO/TC’s structure, scope, projects and publications. All of this information is updated regularly and is available on ISO’s website, ISO Online.

ISO/TC 258 does not prioritize the various standards in development, as documented in the current Work Plan maintained and periodically updated by the Committee Manager.

There currently is no relationship with European regional standardization (CEN).

To date, the normal period for performance for drafting standards for ISO/TC 258 has been three (3) years, and it is expected to stay within that schedule time frame.

The range of stakeholders is enumerated in Section 2.1. Current Liaisons are listed in Section 4.2.

Information on ISO online

The link below is to the TC’s page on ISO’s website:

https://www.iso.org/committee/624837.html

Click on the tabs and links on this page to find the following information:

- About (Secretariat, Secretary, Chair, Date of creation, Scope, etc.)
- Contact details
- Structure (Subcommittees and working groups)
- Liaisons
- Meetings
- Tools
- Work programme (published standards and standards under development)

Reference information

Glossary of terms and abbreviations used in ISO/TC Business Plans --

General information on the principles of ISO’s technical work --
http://www.iso.org/iso/home/standards_development/governance_of_technical_work.htm
ISO/TC 258 Strategic business plan