

STRATEGIC BUSINESS PLAN

ISO/TC 258

EXECUTIVE SUMMARY

The mission of Technical Committee 258 (ISO/TC 258) is to provide practitioners, executive management, team members, consultants, academics, and others with standards and other related ISO deliverables which will enable, support and improve 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 deliverables, where available.

In accomplishing the objectives of this Strategic Business Plan, ISO/TC 258 provides the global marketplace with a common understanding and supporting vocabulary to practice project, programme, and portfolio management. 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 of ISO/TC 258 is to update existing standards, produce new standards, and promote the use of the entire series of deliverables within the global marketplace.

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 more than 160 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 also offers 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:

- 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 the 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: In this Plan, project management is often used to include project management, programme management, and portfolio management, unless the context indicates that only projects are being discussed.

The importance and interest in project management has steadily increased in response to a global economy that is experiencing volatility and disruptive technologies, while at the same time maintaining, if not increasing, financial accountability. Factors include:

- 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 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 utilizes 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 organization's 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 in 2007, which was the predecessor of ISO TC 258. 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 4.1. ISO Committees seek transparency to achieve consensus and minimize conflicts among these ISO TCs. This helps avoid contradictions between their standards and other deliverables and thus avoid confusion to ISO users.

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

There has been a quantifiably consistent and gradual increase in investment from operations focus to more focus on the project environment. So much so that 30-40% of the world's GDP is spent on the project environment and the number is growing:

- In advanced economies around one-third of all economic activities is project work (ref. "Schoper et al, 2018, Projectification in Western economies: A comparative study of Germany, Norway and Iceland").
- GDP contributions from project-oriented industries are forecasted to reach \$20.2 trillion over the next 20 years (ref. "PMI's Pulse of the Profession 2018")
- ISO/TC 258 serves a global marketplace that by 2027 is estimated to have 88 million people around the world working in project management, and the value of the project-oriented economic activity will reach \$20 trillion.
- Projects are increasingly driving change around the world and contributing to growth. For example, in Germany, projects are estimated to have accounted for up to 41% of total GDP in 2019; similar percentages are likely in other countries. (Source: Nieto-Rodriguez, Antonio, "The Project Economy Has Arrived," Harvard Business Review Magazine, November – December 2021).

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 series 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 series 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 using projects, programmes and portfolios; customers using the respective deliverables, outputs and outcomes; 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;
- potential increased project success;
- awareness of project context and stakeholders.

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 (local, regional and global) 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.

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.

4. REPRESENTATION AND PARTICIPATION IN THE ISO/TC

4.1 Membership

As of end September 2023, ISO/TC 258 has 40 P-member (participating) and 22 O-member (observing).

Current internal 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/IEC JTC 1, , ISO/TC 20, ISO/TC 176/SC 1, ISO/TC 176/SC 2, ISO/TC 262, ISO/TC 279, ISO/TC 309
- ISO committees in liaison from ISO/TC 258:
 - ISO/TC 20, ISO/TC 176, ISO/TC 176/SC 1, ISO/TC 176/SC 2, ISO/TC 262, ISO/TC 268, ISO/TC 309.

Organizations in liaison (Category A) 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 International

A list of current members of [ISO/TC 258](https://www.iso.org/committee/624837.html?view=participation) 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.

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, which could particularly benefit from using the TC 258 series of standards.

Many participating members routinely send multiple subject matter experts to the plenary meetings working groups, ad hoc groups and advisory 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. In the coronavirus pandemic in 2021-2022 all meetings were restricted to virtual meetings. Thereafter, virtual meetings will be the norm, with hybrid meetings organized on request.

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 deliverables.

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 active P members.

ISO/TC 258 is continuing to examine the expansion towards virtual and hybrid plenary and working group meetings, although it should be noted that working group use of virtual tools supplied by ISO continue to advance work between meetings is increasing. While TC 258 uses virtual meetings, experience shows that on-site/hybrid meetings are more effective in terms of discussion, progress and work done. 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 the more recent Pan-African Project Management Conferences in Cameroon and spoke about the benefits of consistent project, programme and portfolio practices as defined by ISO standards. In order to improve Africa participation, Cameroon have made a special presentation at the 67th ARSO Council Meeting in November 2022 on How to leverage Standards for Projects success in Africa and recommended that ARSO encourage its member-countries to: (i) become as soon as possible, Participating Members (P) of TC/ISO 258 for project, programme and portfolio management and (ii) adopt and publish the ISO/TC 258 International Standards as National Standards in their respective countries.

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 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 created by ISO/TC258 are produced under an overarching concept of project management standards. An overarching standard, ISO 21500 “Context and concepts”, has been published providing 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, and promote their use by organizations both within and outside of the project management community. The standards should be:

- aligned with expected benefits described in Clause 3, and
- likely to be used both within and outside of 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.

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

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. 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.

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 convenor 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. The TC 258 TDG (Technical Development Group), which studies the trends in the field of project, programme and portfolio management, can also add candidates for new work items. Membership may also produce a resolution for the purpose of studying emerging topics of interest or topics in an ad hoc group gaining interest to determine whether a new work item 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. One example is the ISO 21512 Earned Value Management (EVM) implementation guide.

Other strategies to reach ISO/TC 258’s goals include:

- Using the Technical Development Group and other study groups and ad-hoc groups, as appropriate, to inform discussion in the TC of market needs for standardization and where there may be gaps in the TC’s family of standards
- Extending liaisons with other related technical committees to align with and contribute to TC 258’s work and vice versa, as applicable . It is 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. Promoting communication, collaboration, inclusivity, and transparency within the TC to facilitate the active engagement of members

- Making sure that standards and other deliverables are developed based on a clear and well-supported market need and consensus on good practices
- Develop and implement communication, marketing and promotional activities to increase the awareness within ISO, the target user community, and general public on TC 258's activities

In order to achieve the objectives of ISO/TC 258 associated working groups, advisory 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 Technical Development Group is a 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.. The Technical Development Group has a set of terms of reference that is approved by the Plenary of TC periodically. 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, commenting, and editing of the various ISO documents to be produced by the TC.

A survey among participating ISO/TC 258 countries 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 deliverables.

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.

Since its establishment in 2011, TC 258 has had many active working groups, advisory groups and ad hoc groups and worked on various ISO deliverables. As of September 2023 the TC 258 has:

- 8 Published Standards
 - ISO 21500:2021 Project, programme and portfolio management — Context and concepts
 - ISO 21502:2020 Project, programme and portfolio management — Guidance on project management
 - ISO 21503:2022 Project, programme and portfolio management — Guidance on programme management
 - ISO 21504:2022 Project, programme and portfolio management — Guidance on portfolio management
 - ISO 21505:2017 Project, programme and portfolio management — Guidance on governance
 - ISO/TR 21506:2018 Project, programme and portfolio management — Vocabulary
 - ISO 21508:2018 Earned value management in project and programme management
 - ISO 21511:2018 Work breakdown structures for project and programme management
- 2 Standard under development
 - ISO/DIS 21512 Earned Value Management (EVM) in Project and Programme Management — Implementation Guide
 - ISO/NP 21513 Project, programme and portfolio management — Guidance on post evaluation
- 2 Active Working Groups
 - WG 12 – Earned value management
 - WG 16 – Post Evaluation of projects and programs
- 4 Advisory Groups
 - CAG - Chair's Advisory Group Chair
 - SBP AG - Strategic Business Plan Advisory Group
 - AG 2 – Committee Manager Advisory Group
 - TDG - Technical Development Group
 - AG 3 – Communications and Marketing Advisory Group
- 1 Ad hoc Group
 - AHG 13 – Ad hoc Group for Project Management System Standards

Appendix 1 contains a ten year schedule of activities.

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 4.1.

Reference information

General information on the principles of ISO's technical work -- http://www.iso.org/iso/home/standards_development/governance_of_technical_work.htm

Information on ISO online

The link below is to the TC's page on ISO's website: <https://www.iso.org/committee/624837.html>

