



## *PMI Standards Past, Present and Future*



*Chris Cartwright MPM, PMP  
PMI Standards MAG*


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## Presentation Agenda

- Standards Overview
- The current portfolio
- The Future
- Participation
- Q & A

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## PMI Standards Background

- **1969 – PMI founded**
- **1983 – PMI Special Report on Ethics, Standards, and Accreditation – the Standards portion was *The Project Management Body of Knowledge (PMBOK)***
- **1987 – *PMBOK* Standard was published**
- **1996 – *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* [first edition] published**
- **1998 – PMI accredited as a Standards Development Organization (SDO) by ANSI**
- **2000 – The *PMBOK® Guide—2000 Edition* [second edition] published**
- **2004 – The *PMBOK® Guide—Third Edition* published**
- **2008 – 25th Anniversary of Standards Development and the publication of the *PMBOK® Guide—Fourth Edition***


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## The Approach for PMI Standards


- Principles of Consensus Process
  - Balance
  - Openness
  - Due Process
- Adopted by
  - Scientific and professional societies
  - Trade associations
  - Formal standardization bodies (national, regional and international)
  - Governments (local, state or provincial, national)



**Supports ANSI Process**

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## Standards and ANSI

PMI is an ANSI certified Standards Development Organization (SDO)




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## International Organization for Standardization (ISO)




**The ISO is a non-government organization and network of the national standards institutes of countries, one member per country, with a Central Secretariat in Geneva, Switzerland, that coordinates the system.**

**The purpose of ISO (founded in 1947) is to facilitate the internationalization and unification of standards and related activities over almost the entire range of technology (except that covered by the International Electrotechnical Commission (IEC)).**

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 **What is a standard?**


A standard is a document established by a consensus-based process that provides guidelines, rules and characteristics for the topic it is covering

PMI® global standards stand out from other texts because they undergo three review and approval steps:


- 1. Each standard is created or updated by a global group of volunteers currently working in project management.
- 2. Standards Program Working Sessions enable these volunteer teams to receive feedback from professionals in the field.
- 3. Prior to publication, standards are made available to the general public for input through the exposure draft process.

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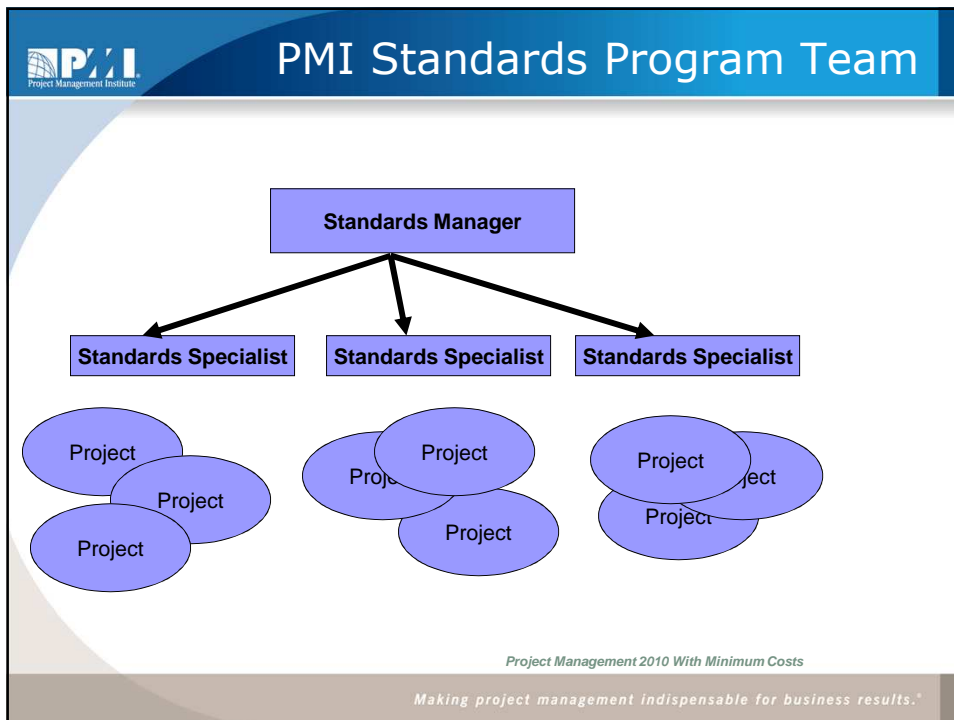
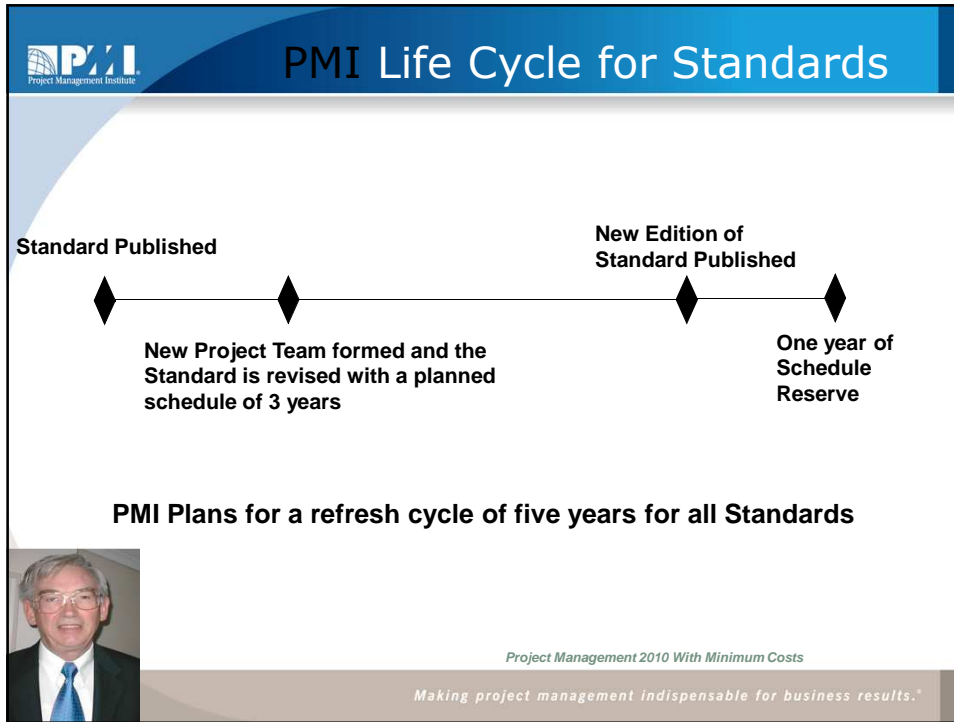
 **What are “Standards” ?**

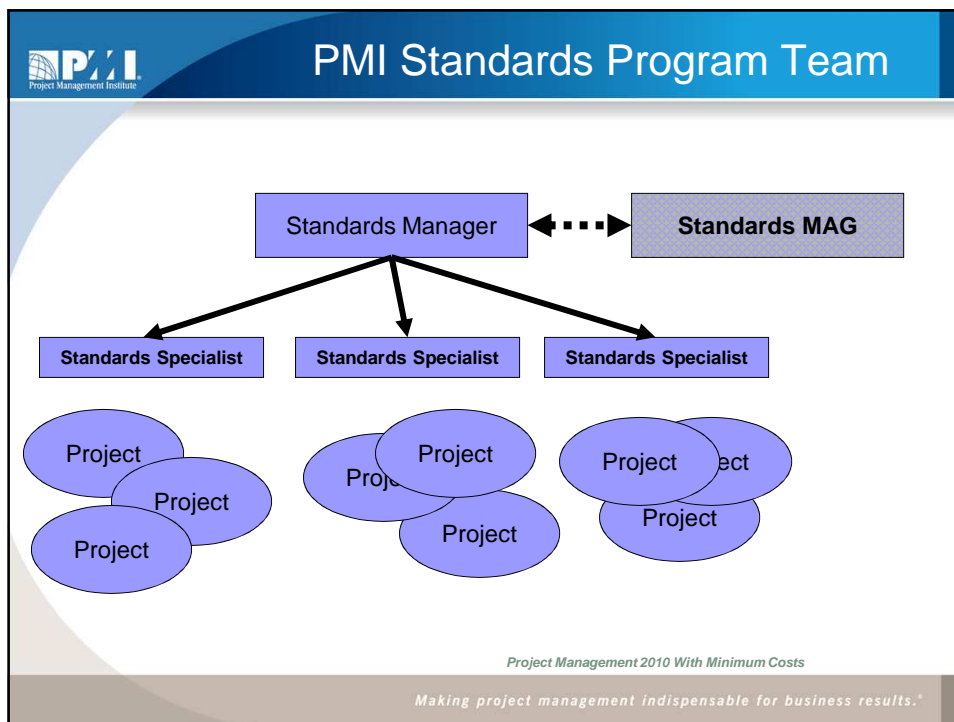
- **Standard** – “What” is it, most industries most of the time
- **Standard Extension** – Specific detail and application about a particular industry
- **Practice Standard** – “How” more detail and more application




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- PMI Standards Program Management Team**
- **PMI Standards Program Member Advisory Group:**
    - Chris Cartwright, MPM, PMP
    - Terry Cooke-Davies, PhD, BA
    - Debbie O'Bray, CIM
    - David Ross, PMP, PgMP
    - Paul E. Shaltry, PMP
  - **PMI Staff:**
    - John Zlockie, Standards Manager
    - Kristin Vitello, Standards Project Specialist
    - Elaine Lazar, Standards Project Specialist
    - Nan Wolfslayer, Standards Compliance Specialist
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**The Current PMI Standards Portfolio**

Project

Program


People

Organisation



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**Project**

- *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fourth Edition*
- *Construction Extension to the PMBOK® Guide Third Edition*  
*Government Extension to the PMBOK® Guide Third Edition*
- *Practice Standard for Project Risk Management*  
*Practice Standard for Earned Value Management*  
*Practice Standard for Project Configuration Management*  
*Practice Standard for Work Breakdown Structures- Second Edition*  
*Practice Standard for Scheduling*

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**Program**


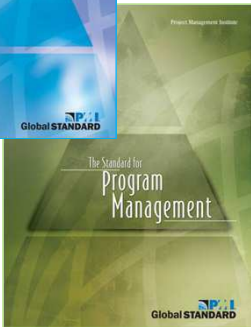
- *The Standard for Program Management- Second Edition*

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**In May 2006, after having identified a need for standards in both areas, PMI published the first editions of *The Standard for Program Management* and *The Standard for Portfolio Management***

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 **The Standard for Program Management - Second Edition**

## Emphasis on Content

All content was written from the standpoint of a program, not of a project

For example:

- Program financial management is much more than developing and managing to a budget
- Program schedules require coordination among multiple inter-dependent projects and the ripple effect of problems on any one project

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 **The Standard for Program Management – Second Edition**


## Emphasis on Content

Significant new content areas:

- Financial Management
- Stakeholders
- Governance

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 **The Standard for Program Management –  
Second Edition**


## Knowledge Areas

- It was felt by the committee that some Knowledge Areas fall under ‘projects’ rather than ‘programs’ and were therefore not included.
  - An example is HR Management
- KAs that are unique to programs include:
  - Program Financial Management
  - Stakeholder Management
  - Program Governance


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 **People**

- *Project Manager Competency Development Framework-  
Second Edition*



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## Organization

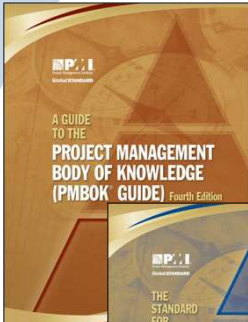
- *Organizational Project Management Maturity Model (OPM3®)- Second Edition*
- *The Standard for Portfolio Management- Second Edition*

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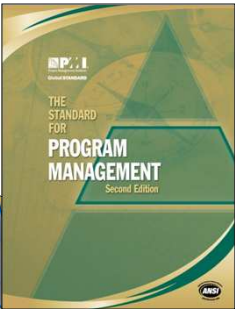
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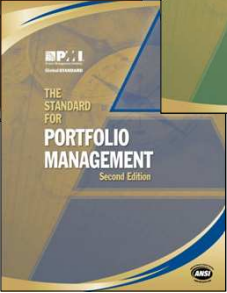
## PMI Standards released late 2008



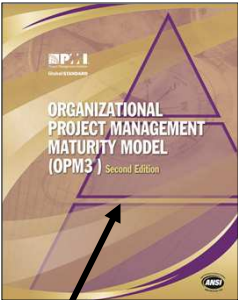
**A GUIDE TO THE PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK GUIDE) Fourth Edition**



**THE STANDARD FOR PROGRAM MANAGEMENT Second Edition**



**THE STANDARD FOR PORTFOLIO MANAGEMENT Second Edition**




**ORGANIZATIONAL PROJECT MANAGEMENT MATURITY MODEL (OPM3) Second Edition**

Organizational Best Practices  
 Good Practices in use today in Projects, Programs, or Portfolios

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## Why four at once?


- Alignment of structure, terminology and “look and feel” across all PMI standards
- Prepare Program, Portfolio & OPM3® for ANSI process
- Standard cyclical update process

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## Statistics for *PMBOK® Guide—Fourth Edition*

- 330 team members
- 37 countries
- 4425 comments
- 34 appeals received
- 344 pages of content, 475 total
- July 2006 to August 2008




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## The Future

- Short Term – current pipeline
- Medium Term – In development
- Long Term – Where to?


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## The Future – Short term

- Risk Management *released Orlando 2009*
- Project Estimation *scheduled 2010*


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 **The Future – Medium Term**

- Project Scheduling
- Earned Value
- Lexicon




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 **The Future – Long Term**


- New PMBoK Extensions?
- PMO “Standards”

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## Principles for future standards

- Needs of the PM profession
- Based on research
- Standards – the “what”
- Practice Standards – more of the “how”



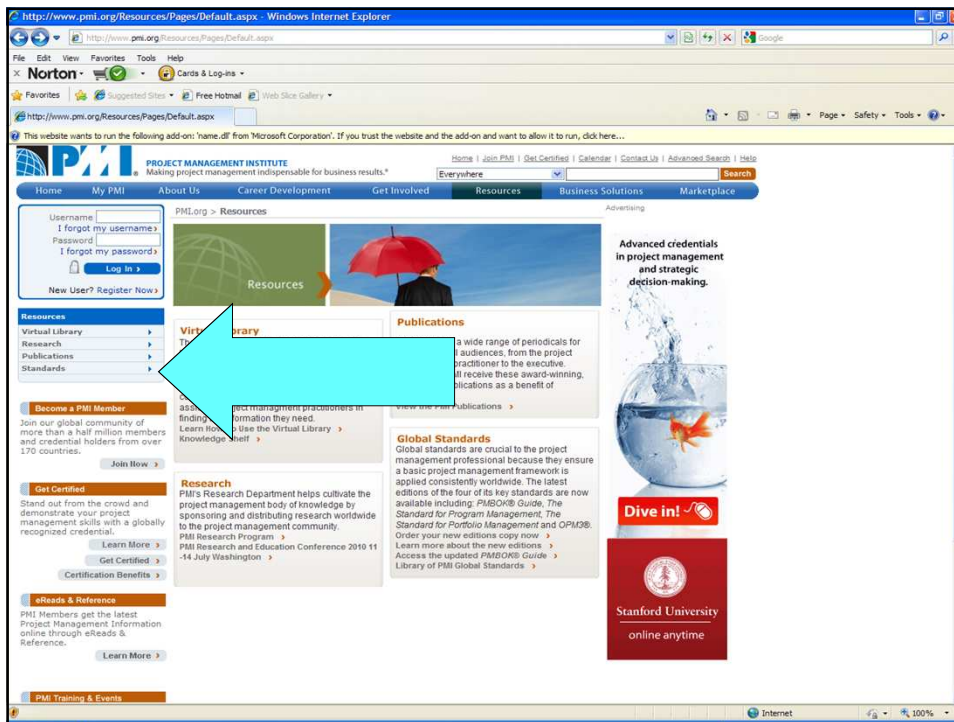
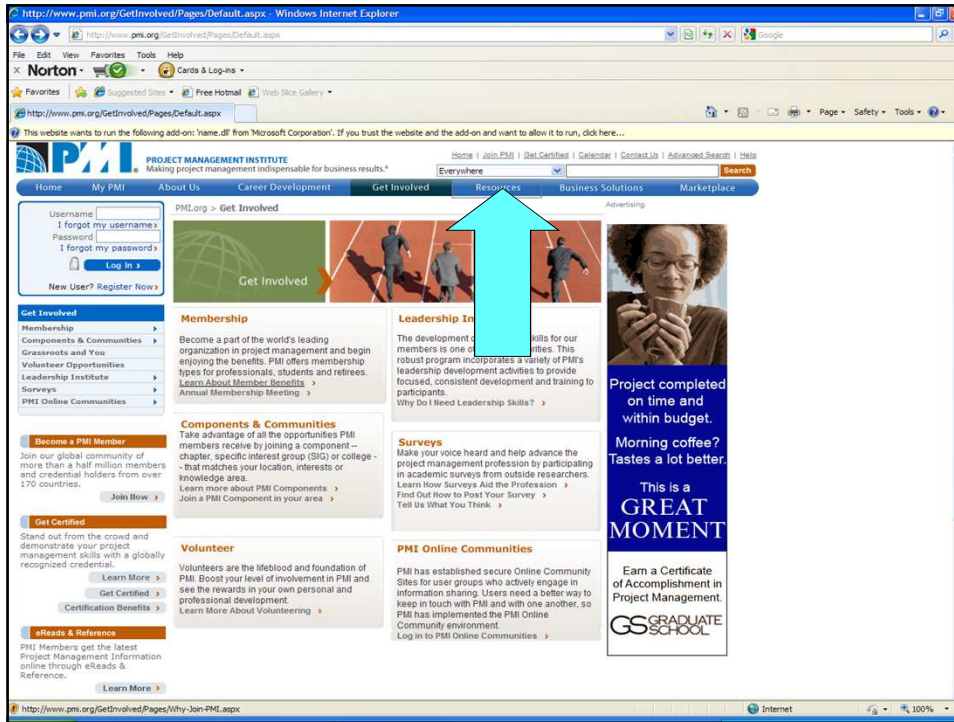
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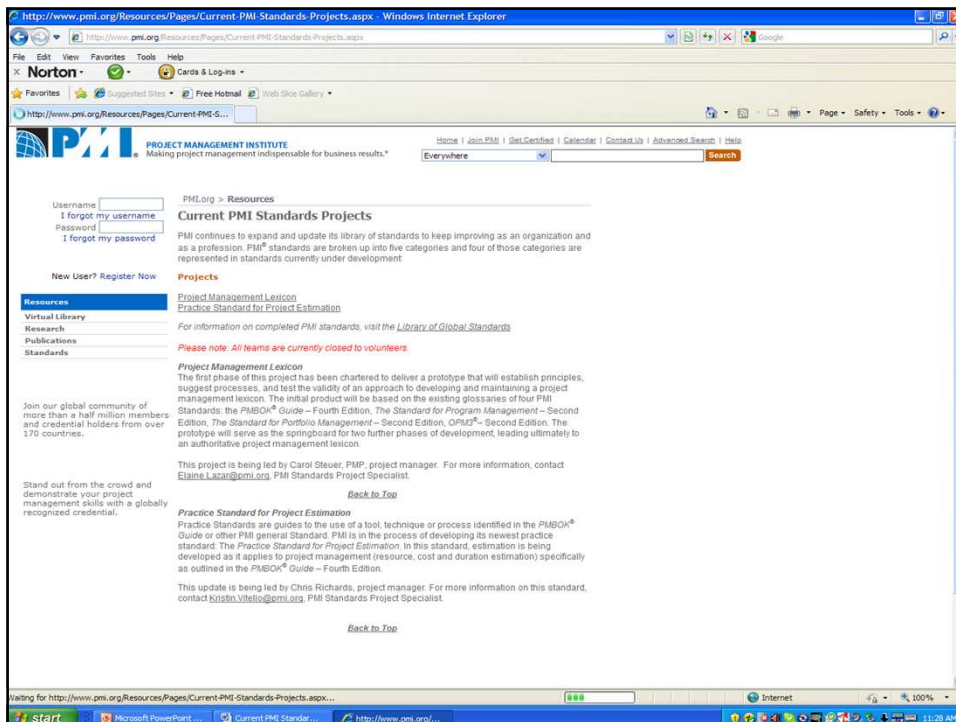
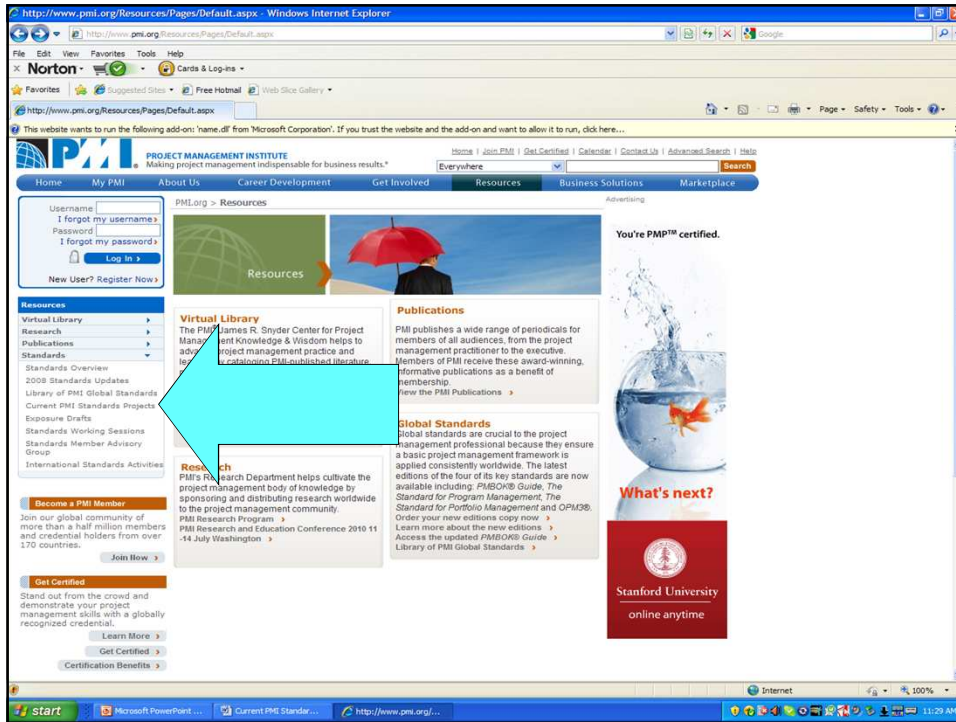
## Participation in PMI Standards


Log on to the PMI Home page

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- If you have an idea for a new project for PMI Standards, download and submit the Project Proposal Form
- For more information on the PMI Global Standards Program, contact the Standards Department.

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**Thank you.**



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