The Project Workout 5th edition
Appendix C1 Project management standards - Update

Contents

1 Purpose of this document

The purpose of this paper is to update The Project Workout, 5th edition, Appendix C1 to reflect the release of

- BS 6079:2019, which supersedes BS 6079 Part1: 2010
- ISO 21502:2020 which supersedes ISO 21500:2012.

2 What is the difference between a standard and a method?

In the context of project management:

- a standard, such as ISO 21500, defines what needs to be done and by whom but not how activities are done;
- a method, such as *PRINCE2*, provides not only a set of activities to be done, together with roles, but also techniques for undertaking these activities.

As such:

- a standard can be used to help determine the completeness of any method;
- a method is intended for practical use by practitioners.

Organizational approaches to project management normally fit within the definition of a 'method' as they are designed for practical use within a specific organization. They may be derived directly from a method like PRINCE2 or based on a particular standard. By including techniques, a method is far more prescriptive (and helpful!) about the way a particular activity should be undertaken; for that reason, methods tend to be longer and more detailed.

Like many aspects of project management, organizations might use the same words in different ways. The terms 'standard', 'method' or 'process', might not be always used in the way I have used them in this book, or in the way you use them in your workplace. You'll also find some publications seem to conflict with the definitions I have given. Don't worry about it; what is important is that you choose the words that fit your project or organization and use them consistently.

This appendix is where you are likely to come across the most acronyms and jargon as some authors seem to love them! You will also find the different publications are not easily comparable as they use different structures and terminology. Don't be too daunted by this. You'll only need to refer to the standards and method if your role requires it. Standards, methods and other sources of best practice are simply a consensus amongst the authors of what they believe is important. When searching the internet, be careful about the provenance of any information you find.

The most trustworthy sources are the official international and national standards, but they sometimes lag behind good practice as it can take a long time for the experts involved to reach a consensus. The national professional bodies (such as APM and PMI) are also a good source and have papers on new approaches. Such articles tend have a more practical approach than research papers produced from universities. There is also the International Project Management Association (IPMA); as well as acting as an umbrella organization for many national bodies, IPMA provides a global network that enables its member bodies a large degree of autonomy. IPMA promotes professional growth through its conferences and has a competence-based certification for project managers to which national bodies can align and hence promote transferability of project professionals across national boundaries.

3 What is *The Project Workout*?

The Project Workout is neither a method nor a standard. It is a textbook explaining how to direct and manage a project. It can, however, be used as a core source to create a practical method. If you do this, the textbook can become your 'training manual'. As *The Project Workout* supports the concepts in many standards and proprietary methods it can also be used to support organizations basing their project management method on them. As 'tailoring' is now a feature of all standards, *The Project Workout* gives you a view of what really counts when managing a project to help you understand how all these different approaches can be used together. [The Project Workout, all rights reserved Routledge]

4 About project management standards

A standard is either an agreed way of doing something, or an agreed set of quality criteria for a product or service. Standards can cover a wide range of activities and products undertaken and used by organizations and by their customers. They can be:

- prescriptive, such as a specification or a normative standard. You'll find the word 'shall' used in these. For example, the outer dimensions shall be less than . . . '
- for guidance, such as a code of practice or informative standard. You'll find the word 'should' used in these. Project management standards tend to fit into this category. For example, 'The project manager should tailor the management processes . . . '

The language used in standards is carefully chosen; each standards body has their own usage rules, usually described in the standard! For example, British Standards has BS 0, A standard for standards – Principles of standardization, together with its accompanying rule book. The International Standards Organization defines these in Part 2 of their directives.

The project management standards referred to in this book improve the effectiveness of project management by drawing attention to the key principles and practices required. The standard can be used as a 'checklist' against which the management of the project can be assessed. Standards also seek to define the use of words in a particular context. Once established, standards can promote continuous improvement by being periodically reviewed and updated to ensure the latest consensus on best practice is included and any omissions or clarifications are dealt with. In this way, all users of standards benefit from the collective experience and feedback of other users.

Official standards, with international and national recognition, tend to come from three different sources. The numbering convention usually makes it clear:

- **National standards**, such as BS (British), DIN (German), NF (standard), ANSI (American [USA]), SS (Swedish), JIS (Japan).
- **European standards**, denoted 'EN', are used throughout Europe; these are automatically adopted by EU member states.
- **International standards**, denoted 'ISO' may be used throughout the world. Adoption by individual countries is optional. For example, in the UK, an adopted international standard is denoted as 'BS ISO'.

There are complete books devoted using standards, but I should be able to provide you with sufficient understanding to find your own way and ask the right questions. I'll do this by looking at a comparison of:

- ISO 21500:2012 (Withdrawn in 2020) Guidance on project management;

- ISO 21502:2020, Project, programme and portfolio management — Guidance on project management;
- BS 6079:2019, Project management; Principles and guidelines for the management of projects
- GovS002 (v1.2), Project delivery functional standard

5 ISO 21502:2020 Project, programme and portfolio management — Guidance on project management

5.1 Overview of ISO 21502:2020

ISO 21502 is a major update to, and replaced, ISO 21500:2012. Unlike its predecessor, it is an holistic standard for project management covering the practices needed for all the roles from sponsoring organization to team member. It is written in a narrative style so that users of the standard can derive their own processes and methods based on the practices described in the standard. It also avoids naming deliverables, so users can choose names which are meaningful for them. It is therefore an open standard, enabling many different methods and processes to be applied. It can be applied in both promoting organizations and supplier/contractor organizations as well as for stand-alone projects or those being undertaken within a programme or portfolio.

5.2 Comparing ISO21502 to ISO21500:2012

Whilst ISO 21500:2012 has been withdrawn, many people are familiar with it and have applied it in their countries. The main changes in creating ISO 21502:2020 are:

- the concept of project management has been expanded to include project-related oversight and direction activities of the sponsoring organization and the project sponsor;
- pre- and post-project activities have been added;
- information about how projects can deliver outcomes and enable the realization of benefits has been added;
- consideration of the organizational context of projects has been added;
- descriptions of additional project roles and responsibilities have been added;
- new topics have been added, such as creating a project environment that is conducive to success, project life cycles, decision points and gates, and additional project practices, such as benefits management and change control, to reflect current practices in project management;
- the format has been changed from process-based to practices and narrative-based

The annex of ISO 21502:2020 includes a mapping to ISO21500:2012 to enable uses of the now withdrawn standard to transition to the new standard.

5.3 Comparing ISO215002:2020 and BS6079:2019

ISO 21502:2020's architecture mirrors that used in BS 6079:2010 and 2019 and in this respect is a radical departure from it's predecessor, ISO 21500:2012. The differences between BS 6079:2019 and ISO 21502:2020 is that BS 6079:2019 includes more detail such as for principles and project governance. It also includes more narrative on context.

5.4 Using ISO 21502:2020 in practice

ISO 21502:2020, is a good basis on which to assess or develop a project-specific or enterprise project management method as it is holistic and includes sufficient detail to start defining your own processes. It is a good alternative to BS 6079:2019 for those people who do not have access to British Standards. The two standards are close enough to use together.

5.5 *The Project Workout* and ISO21502:2020

The Project Workout and ISO 21502:2020 cover the roles and activities required to direct and manage a project from sponsoring organization o team member. *The Project Workout* covers all the topics in ISO 21502:202 except:

- **Procurement**; this is because most organizations have procurement processes which apply to the whole organization, not just to projects. *The Programme and Portfolio Workout* does, however cover this topic.
- **Configuration management** this is a specialist discipline primarily in engineering based organizations and not usually core to every project. Further, configuration management is only successful if undertaken with the right tooling, which itself defines the processes to be used.
- **Quality**; the concept of quality is embedded in every aspect of *The Project Workout* rather than treated as a separate subject. A defined approach to project management and the development of the solution *is* a quality approach. *The Programme and Portfolio Workout* does, however, cover this topic as a discrete subject emphasising how the solution (or asset) life cycle is critical for determining quality requirements.

The Project Workout and ISO 21502:2020 treat project life cycles and gating in the same way, with a gate being the key decision point before starting a stage.

The main terminology differences are *The Project Workout*:

- uses ‘stage’, ISO21502:2020 uses ‘phase’;
- describes ‘activities’, which ISO21502:2020 calls ‘practices’.

ISO 21502:2020 and *The Project Workout* are a good fit with no conflicts and therefore *The Project* Workout is a good basis to build your own, ISO21502 compatible method on as well for use as a training resource.

6 BS6079:2019 Project management: Principles and guidelines for the management of projects.

6.1 Overview of BS6079:2019

The 2019, edition of the British Standard on project management is an update of the previous version, and takes into account the growing consensus on project management both in the UK and internationally. In particular, it reflects the *Body of Knowledge* from the UK's Association for Project Management and the lessons learned from using the *PRINCE2* method. The other standards in the '6079 family', such as for vocabulary (part 2) and risk (part 3) were withdrawn when this update was issued.

BS 6079:2019 takes a systematic view of the key project management roles and activities and, as such, provides a set of practices which can be tailored to suit a particular organization or project. Unlike ISO 21500:2012, the British Standard treats 'project management' in an holistic way, including activities undertaken by the higher -level authority (often called a sponsoring organization or group), project sponsor, decision makers, project board, project assurance, the project team managers and the project team, as well as those activities undertaken by the project manager. It also includes, as part of its approach to quality, the need to define the requirements and take a defined approach to developing the solution. Furthermore, it includes a thorough explanation of project life cycles as well as project management competencies.

6.2 Comparing BS 6079:2019 and ISO 215000:2012

Whilst ISO 21500:2012 has been withdrawn, many people are familiar with it and have applied it in their countries. BS 6079:2019's architecture is the same as for the 2010 edition but is very different to ISO 21500:2012, which is closer to the ANSI standard. BS6079:2019 has two sets of activities (BS 6079:2019 uses the term 'activity' where ISO 21500:2012 uses 'process'). The integration activities deal with the management of the project from the creation of an idea through to the review of the project's outcomes (business or societal changes) after the project has been closed. The support activities are drawn on from the integration activities and deal with the detail for specific practices, such as risk management. See Figure C1; only those topics shown italics are included in ISO 21500:2012 as a subject or process group.

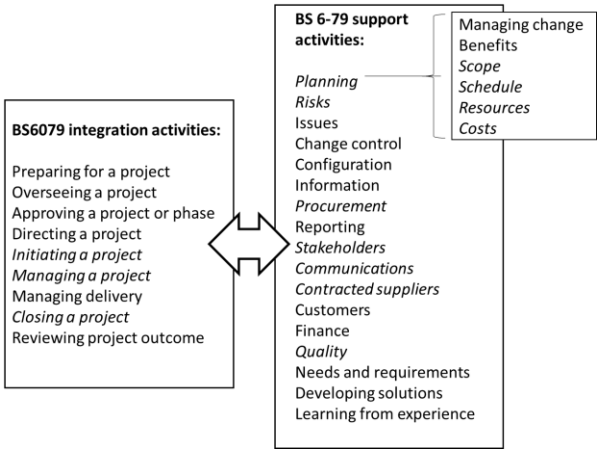


Figure C.1 BS6079:2019's integration and support activities compared to ISO 21500:20102's subject group.

6.3 Comparing BS6079:2019 and ISO215002:2020

ISO21502, despite having a different number, is an update to ISO 21500:2012. Its architecture mirrors that used in BS 6079:2010 and 2019 and in this respect is a radical departure from ISO 21500:2012. The differences between BS 6079:2019 and ISO 21502:2020 is that BS 6079:2019 includes more detail on context and on some topics with additional content (summarized in Figure C2) such as for principles and project governance and some support practices. Using BS6079:2019 in practice

BS 6079:2019, is a good basis on which to assess or develop a project-specific or enterprise project management method as it is holistic and includes sufficient detail to start defining your own methods and processes. ISO 21502:2020 is a good alternative to BS6079:2019 for those people who do not have access to British Standards. The two standards are close enough to use together. By comparison, the scope of ISO 21500:2012 is more limited and wholly encompassed in BS 6079:2019 and is not recommended for use. See figure C2.

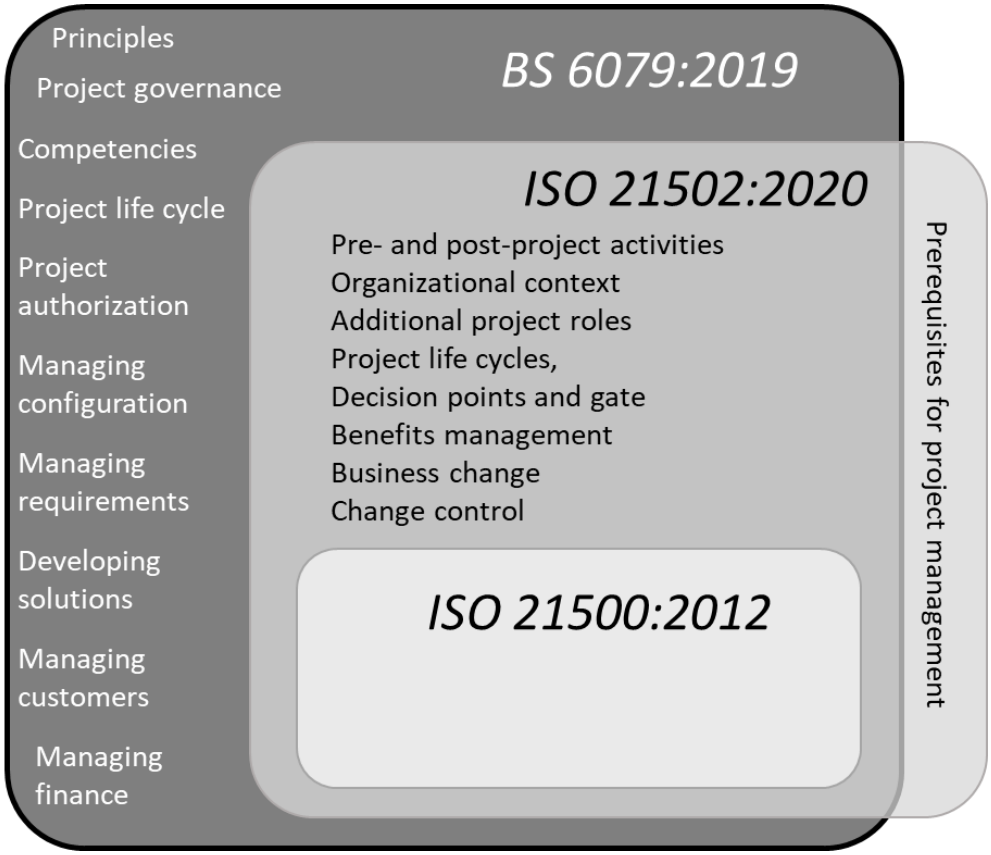


Figure C.2 A comparison of BS 6079:2019 against ISO 21500:2012 and ISO 21502:2020

This shows that the scopes of BS6079:2019 and ISO 21502:2020 are very closely aligned, with BS6079 covering more topics, and that the scope of ISO 21500:2012 is wholly contained within both of them.

6.4 The Project Workout and BS 6079:2019

The Project Workout and BS 6079:2019 cover the roles and activities required to direct and manage a project. *The Project Workout* covers all the topics in BS 6079:2019 except:

- **Procurement**; this is because most organizations have procurement processes which apply to the whole organization, not just to projects.
- **Configuration management** this is a specialist discipline primarily in engineering based organizations and not usually core to every project. Further, configuration management is only successful if undertaken with the right tooling, which itself defines the processes to be used.
- **Quality**; the concept of quality is embedded in every aspect of *The Project Workout* rather than treated as a separate subject. A defined approach to project management and the development of the solution *is* a quality approach.

The Project Workout and BS6079:2019 treat project life cycles and gating in the same way, with a gate being the key decision point for starting a stage.

The main terminology differences are *The Project Workout*:

- uses ‘stage’, BS 6079:2019 uses ‘phase’;
- describes ‘management activities’, which BS 6079 Part 1 calls ‘Integration activities’.

BS 6079:2019 and *The Project Workout* are a good fit with no conflicts and therefore *The Project* Workout is a good basis to build your own BS 6079 compatible methods on, as well as for use as a learning resource.

7 GovS 002 Project delivery functional standard (v1.2 2018)

7.1 Overview

GovS002, Project delivery functional standard is one of a set of UK government functional standards which sets expectations for, and align, the most important activities undertaken in all departments of government. The project delivery standard sets expectations for the integrated direction and management of portfolios, programmes and projects, ensuring the successful, timely and cost-effective delivery of government policy and departmental objectives. It is a standard, written by government, for government.

The standard describes the ‘why’ and the ‘what but does not define ‘how’ anything should be done, leaving it to those who introduce the standard to decide the best way to apply its content in their context in their methods and processes. It sets out, in a concise way, the practices that you would expect to find on any government portfolio, programme or project and is intended to be used as a reference to dip into as and when needed. It is a brief document (just twenty pages of core text) and so doesn’t contain the same level of detail that is included in other standards, many of which it refers to. Its terminology mostly draws on the AXELOS publications (PRINCE2®, MSP®, MoP® etc.) as these were initially developed by government and are the foundation for programme and project management training in government. Its scope is wider than any other single document mentioned in this appendix and is compatible with all of them.

Although aimed at UK government sponsored project delivery, the majority of this document is applicable to any project, in any sector and is available as a download, free of charge.

7.2 *The Project Workout* and the UK government's project delivery standard (GovS 002 v1.2)

The Project Workout and the UK government's project delivery standard share the same principles and architecture. As the project delivery standard covers portfolio, programme and project management is goes beyond the scope of *The Project Workout*, however *The Programme and Portfolio Workout does, however,* cover the remaining topics, which are:

- programme and portfolio management (except for simple programmes);
- management of business and societal change;
- resource, capacity and capability management;
- configuration management;
- requirements, solution design, development and integration, verification and validation;
- procurement and supplier management.

GovS002 and *The Project Workout* are a good fit with no conflicts and therefore *The Project Workout* is a good basis to build your own GovS002 project management compatible method on, as well as for use as a learning resource.

8 Other standards

Other standards you might come across include:

- ISO 9000 family on quality management.
- ISO 31000:2018, Risk management.
- ISO/IEC/IEEE 15288:2015 Systems and software engineering -- System life cycle processes.

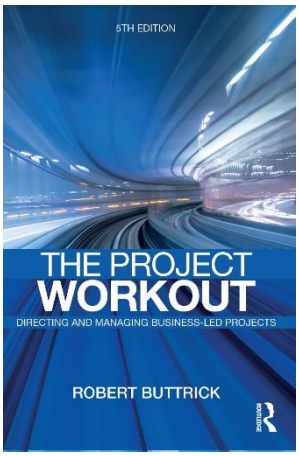
The ISO 9000 family addresses various aspects of quality management and contains some of ISO's best known standards. These standards provide guidance and tools for companies and organizations who want to ensure their products and services consistently meet customer requirements and quality is consistently improved. In the context of project management, if your organization seeks to be 'ISO 9000 certified', then your project management processes and method will need to comply with this.

ISO 31000:2018, Risk management –can be used by any organization regardless of its size, activity or sector. Using ISO 31000 can help organizations increase the likelihood of achieving objectives, improve the identification of opportunities and threats and effectively allocate and use resources for risk treatment. ISO 31000 cannot be used for certification purposes, but does provide guidance for internal or external audit programmes. Organizations using it can compare their risk management practices with an internationally recognised benchmark, providing sound principles for effective management and corporate governance.

ISO/IEC/IEEE 15288:2015 Systems and software engineering -- System life cycle processes is very much for those in systems engineering. It covers much of the same ground as the project management standards but is aimed specifically at systems engineering. I take the view that you can learn from anyone and what works in one industry or situation may be transportable and give you competitive advantage in another context. It defines a set of processes and associated terminology which can be applied at any level in the hierarchy of a system's structure. Selected sets of these processes can be applied throughout the project life cycle for managing and performing the stages of a system's life cycle. It provides processes that support the definition, control and improvement of the system life cycle processes used within an organization or a project. Organizations and projects can use these processes when acquiring and supplying systems. ISO/IEC/IEEE 15288:2015 concerns those systems that are man-made and may be configured with one or more of the following system elements: hardware, software, data, humans, processes (e.g., processes for providing service to users), procedures (e.g., operator instructions), facilities, materials and naturally occurring entities, which just about covers everything from a railway network to missiles.

About this article

This article is an update of Appendix C1 from *The Project Workout*, 5th edition. This book provides practical advice and techniques to direct and manage a project. Aimed at both project sponsors and project managers, the book works through the life cycle of a project from initial idea to successful result. The practical approach is enhanced throughout with a series of 'Workouts': exercises, techniques and checklists to help you put the book's advice into practice. The Workouts are supported by a 'companion site' of tools, including MS project views, project logs and templates. This revised, 5th edition contains a wealth of new material on governance, monitoring and control, resource and information management and working with standards, such as ISO 21500, BS6079, PRINCE2®, APM Body of Knowledge and PMBOK® Guide.



The companion to this book, *The Programme and Portfolio Workout*, deals with directing and managing whole portfolios of projects, making sure everyone in your organization is working towards the same goals; together these books give you what you need to ensure all your projects succeed.

For more information see:

- projectworkout.com – home of the Project Workout and where the latest version of this article can be found as well as a 'companion site' with an example of how a project management method can be published.
- The Project Workout (publisher's site)
- The Programme and Portfolio Workout (publisher's site)
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