Projektmanagements-Standards erkennen – definieren - beherrschen

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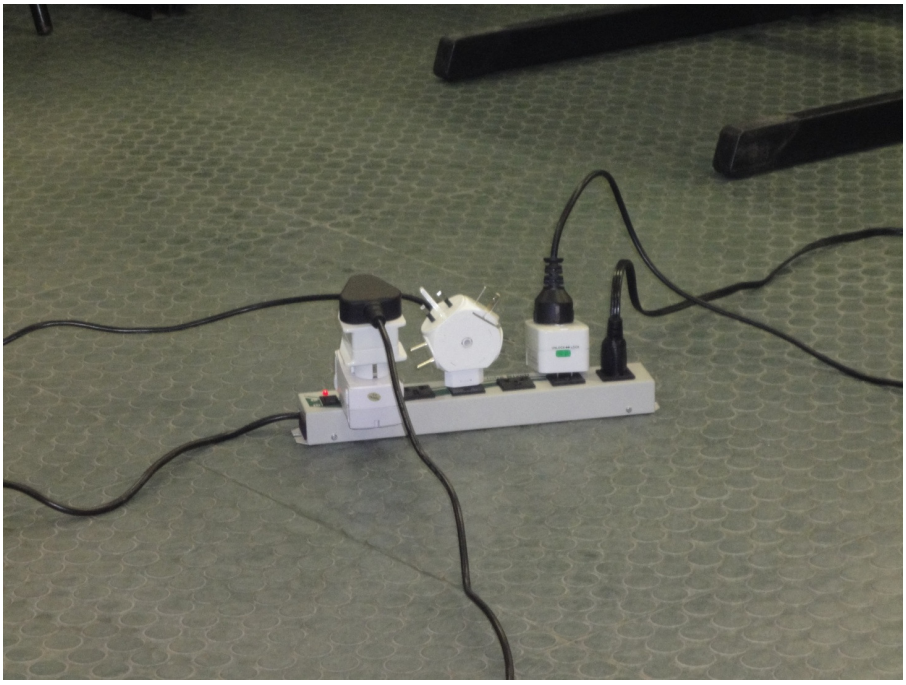

Standard

Ein Standard ist eine vergleichsweise einheitliche oder vereinheitlichte, weithin anerkannte und meist auch angewandte (oder zumindest angestrebte) Art und Weise, etwas herzustellen oder durchzuführen, die sich gegenüber anderen Arten und Weisen durchgesetzt hat.

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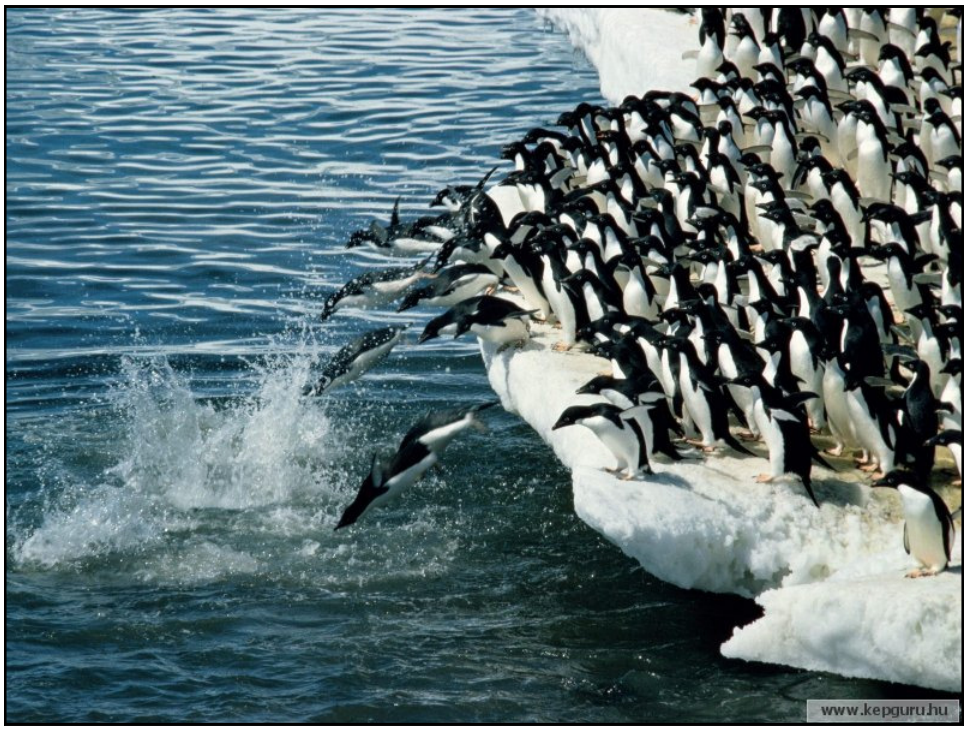
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Projektmanagement Organisationen

- INTERNET
  - 1965 in Europa (jetzt IPMA)
- PMI
  - 1969 in Nord Amerika
- APM
  - 1972 in UK
- Project Managers Forum
  - 1976 in Australien (jetzt AIPM)

Sie begannen Standards zu entwickeln…..

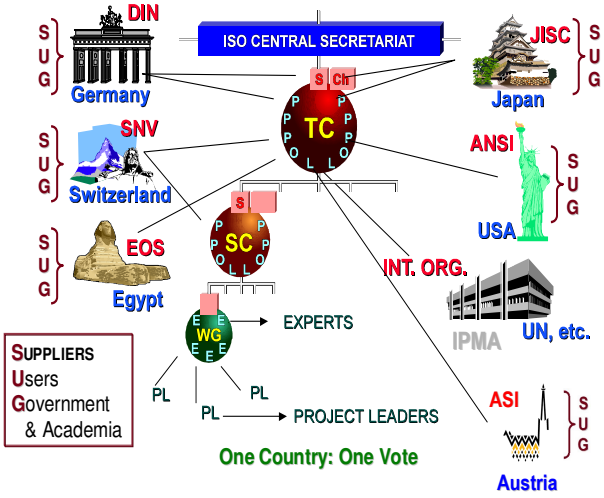
- APM Body of Knowledge –1990er
- PMI Guide to the Project Mangement Body of Knowledge – 1st Edition 1996
- Australian National Competency Standards for Project Management, 1996
- ICB: 1st Edition 1998 basierend auf Bodies of knowledge in 3 Sprachen

ISO System

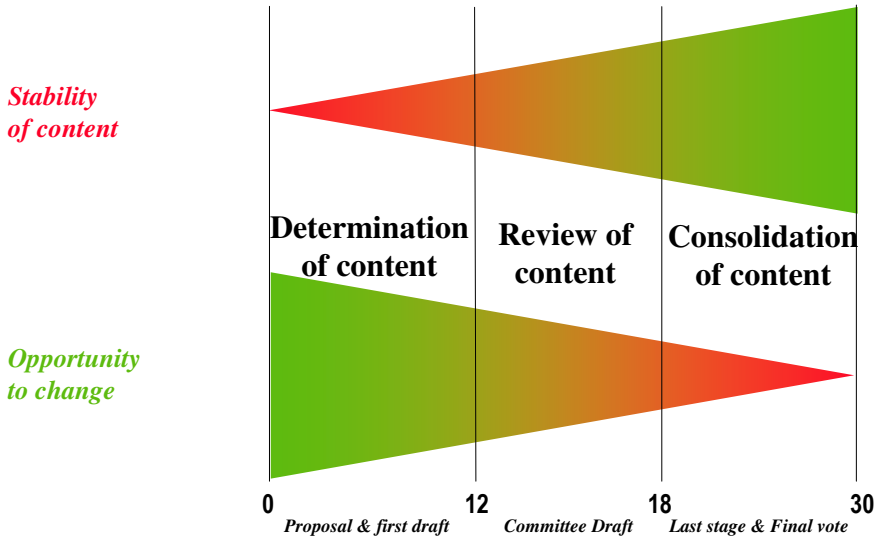
An International federation from

161 countries

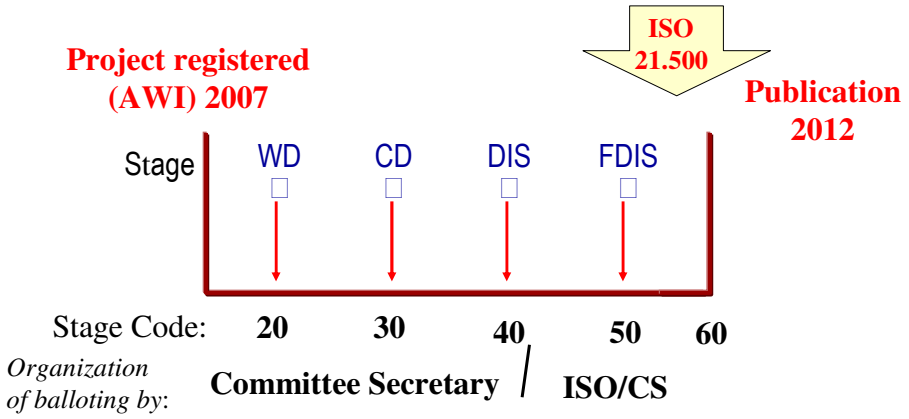
Organized to capture and support the needs of all the components of market and society



Increasing stability of draft standards



ISO standards development
Main stages



WD = **W**orking **D**raft // **CD** = **C**ommittee **D**raft
(**F**)**DIS** = (**F**inal) **D**raft **I**nternational **S**tandard

International harmonized stage codes

STAGE	SUBSTAGE						
				90 Decision Substages			
	00 Registration	**20** Start of main action	**60** Completion of main action	**92** Repeat an earlier phase	**93** Repeat current phase	**98** Abandon	**99** Proceed
00 Preliminary stage	**00.00** Proposal for new project received	**00.20** Proposal for new project under review	**00.60** Close of review			**00.98** Proposal for new project abandoned	**00.99** Approval to ballot proposal for new project
10 Proposal stage	**10.00** Proposal for new project registered	**10.20** New project ballot initiated	**10.60** Close of voting	**10.92** Proposal returned to submitter for further definition		**10.98** New project rejected	**10.99** New project approved
20 Preparatory stage	**20.00** New project registered in TC/SC work programme	**20.20** Working draft (WD) study initiated	**20.60** Close of comment period			**20.98** Project deleted	**20.99** WD approved for registration as CD
30 Committee stage	**30.00** Committee draft (CD) registered	**30.20** CD study/ballot initiated	**30.60** Close of voting/ comment period	**30.92** CD referred back to Working Group		**30.98** Project deleted	**30.99** CD approved for registration as DIS
40 Enquiry stage	**40.00** DIS registered	**40.20** DIS ballot initiated: *5 months*	**40.60** Close of voting	**40.92** Full report circulated: DIS referred back to TC or SC	**40.93** Full report circulated: decision for new DIS ballot	**40.98** Project deleted	**40.99** Full report circulated: DIS approved for registration as FDIS
50 Approval stage	**50.00** FDIS registered for formal approval	**50.20** FDIS ballot initiated: *2 months*. Proof sent to secretariat	**50.60** Close of voting. Proof returned by secretariat	**50.92** FDIS referred back to TC or SC		**50.98** Project deleted	**50.99** FDIS approved for publication
60 Publication stage	**60.00** International Standard under publication		**60.60** International Standard published				
90 Review stage		**90.20** International Standard under periodical review	**90.60** Close of review	**90.92** International Standard to be revised	**90.93** International Standard confirmed		**90.99** Withdrawal of International Standard proposed by TC or SC
95 Withdrawal stage		**95.20** Withdrawal ballot initiated	**95.60** Close of voting	**95.92** Decision not to withdraw International Standard			**95.99** Withdrawal of International Standard

ISO 21500 - Geschichte

- In England entstand 2006 die Idee, den BS 6079-1:2002 zur ISO – Norm „zu erheben“.
- Der BS 6079 wird als Draft Version eingereicht, an alle Mitgliedsorganisationen ausgesandt . . . und vernichtend bewertet.
- Im November 2007 fand in London das erste Meeting des PC 236 statt.
- Im Februar 2012 hat das letzte Meeting zur ISO 21500 stattgefunden.
- Die Veröffentlichung der Norm erfolgte im November 2012.
- Der Standard richtet sich sowohl an Projektmanagement-Anfänger als auch an erfahrene Projektleiter und enthält zahlreiche Projektmanagement-Prozesse. Die Beschreibung von Methoden ist nicht vorgesehen.

ISO 21500 Überblick
Guidance on Project Management

- Den Hauptteil der ISO 21500 bilden die 40 Projektmanagement-Prozesse, die teilweise dem PMBOK nahe stehen.
- Das Prinzip der Kompetenzen stammt aus der ICB 3.0, wurde jedoch auf ein Minimum gekürzt.
- Die Prozesslandkarten sind an der neuen DIN 69901 orientiert
- Ziel dieser Norm ist es, Leitlinien für im Projektmanagement tätige Personen bereitzustellen.
- Die ISO 21500 soll nicht Vertragsbestandteil sein, sollte aber beispielsweise in Verträgen referenziert werden.

Projekt Management Prozesse

Themengruppen	Prozessgruppen				
	Initiierung	Planung	Durchführung	Controlling	Abschluss
Integration	4.3.2 Projektauftrag erstellen	4.3.3 Projektpläne entwickeln	4.3.4 Projektarbeit leiten	4.3.5 Projektarbeit controllen 4.3.6 Changes controllen	4.3.7 Projekt oder Projektphase abschließen 4.3.8 Lessons learned sammeln
Umwelten	4.3.9 Umwelten analysieren		4.3.10 Umweltbeziehungen managen		
Projektziele und –inhalte		4.3.11 Projektziele definieren 4.3.12 Projektstrukturplan erstellen 4.3.13 Aktivitäten festlegen		4.3.14 Projektziele und –inhalte controllen	
Ressourcen	4.3.15 Projektteam zusammenstellen	4.3.16 Ressourcen abschätzen 4.3.17 Projektorganisation festlegen	4.3.18 Projektteam entwickeln	4.3.19 Ressourcen controllen 4.3.20 Projektteam managen	

Projekt Management Prozesse

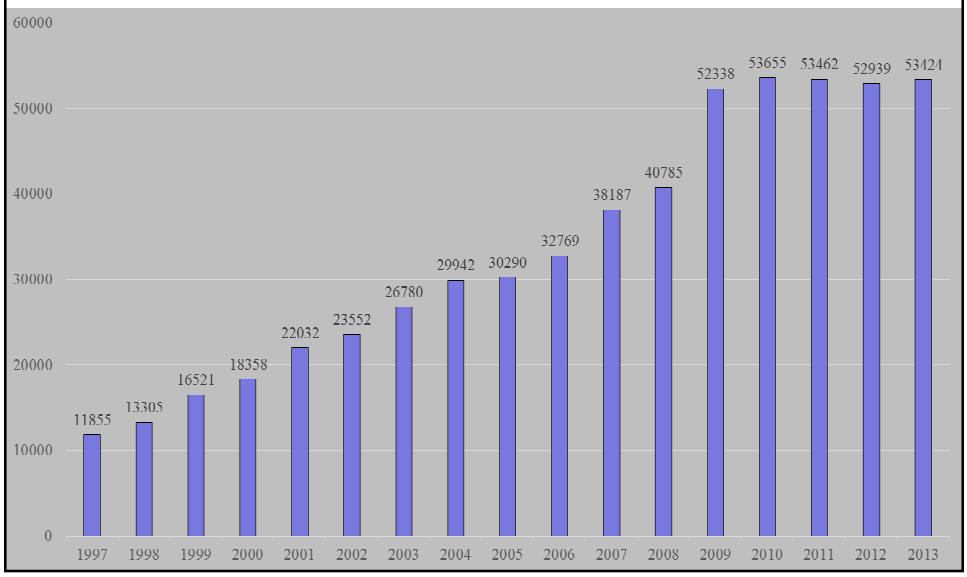
Zeit		4.3.21 Aktivitäten reihen 4.3.22 Dauer der Aktivitäten schätzen 4.3.23 Terminplan entwickeln		4.3.24 Termine controllen	
Kosten		4.3.25 Kosten schätzen 4.3.26 Kostenplan entwickeln		4.3.27 Kosten controllen	
Risiko		4.3.28 Risiken feststellen 4.3.29 Risiken bewerten	4.3.30 mit Risiken umgehen	4.3.31 Risiken controllen	
Qualität		4.3.32 Qualitätsplan erstellen	4.3.33 Qualitätssicherung durchführen	4.3.34 Qualitäts-controlling durchführen	
Beschaffung		4.3.35 Beschaffung planen	4.3.36 Lieferanten auswählen	4.3.37 Vertrags-erfüllung sicherstellen	
Kommunikation		4.3.38 Kommunikation planen	4.3.39 Information zur Verfügung stellen	4.3.40 Kommunikation managen	

ISO_PC 236 Group photo at Paris plenary at AFNOR office January 2012 - (photo courtesy Jouko Vaskimo (JV7N0178))

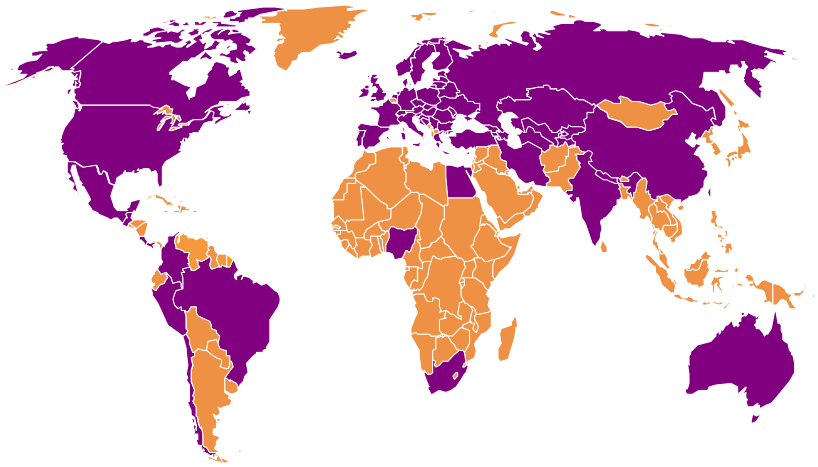
Mögliche Kriterien für die Auswahl eines Standards

- Weit verbreitet
- Deckt so viele Elemente wie möglich ab
- Flexibel in der Anpassung
- Wird wirklich verwendet
- Gute Basis für Training und Zertifizierungen
- …..

IPMA Growth 1997-2013 (members)



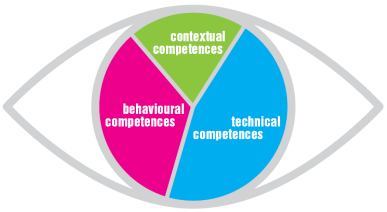
IPMA‘s World



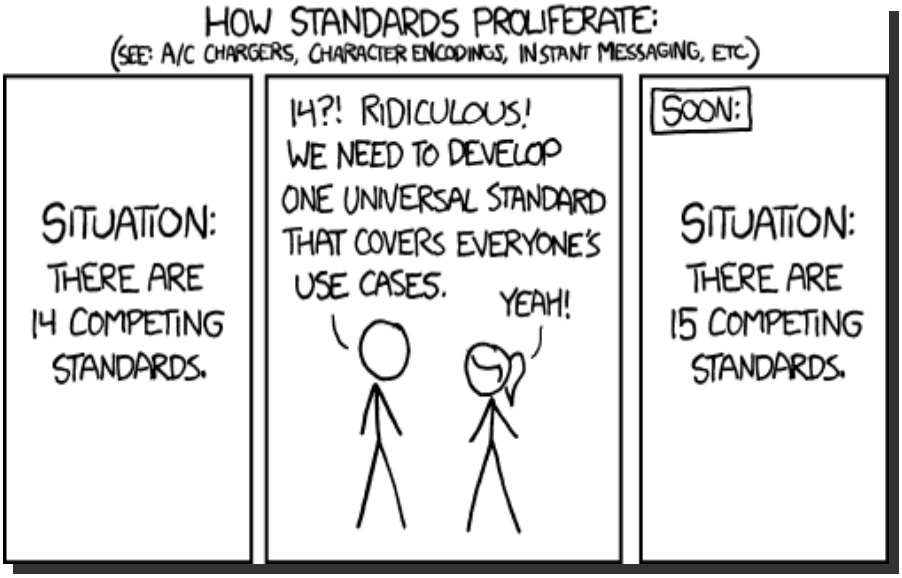
The ICB 3

The eye of competence

1.01	Project management success	2.01	Leadership	3.01	Project orientation
1.02	Interested parties	2.02	Engagement & motivation	3.02	Programme orientation
1.03	Project requirements & objectives	2.03	Self-control	3.03	Portfolio orientation
1.04	Risk & opportunity	2.04	Assertiveness	3.04	Project, programme & portfolio implementation
1.05	Quality	2.05	Relaxation	3.05	Permanent organisation
1.06	Project organisation	2.06	Openness	3.06	Business
1.07	Teamwork	2.07	Creativity	3.07	Systems, products & technology
1.08	Problem resolution	2.08	Results orientation	3.08	Personnel management
1.09	Project structures	2.09	Efficiency	3.09	Health, security, safety & environment
1.10	Scope & deliverables	2.10	Consultation	3.10	Finance
1.11	Time & project phases	2.11	Negotiation	3.11	Legal
1.12	Resources	2.12	Conflict & crisis		
1.13	Cost & finance	2.13	Reliability		
1.14	Procurement & contract	2.14	Values appreciation		
1.15	Changes	2.15	Ethics		
1.16	Control & reports				
1.17	Information & documentation				
1.18	Communication				
1.19	Start-up				
1.20	Close-out				



The purpose of the GLOBAL ALLIANCE FOR PROJECT PERFORMANCE STANDARDS initiative is to develop agreed frameworks as a basis for review, development, and recognition of local standards that will facilitate mutual recognition and transferability of project management qualifications.

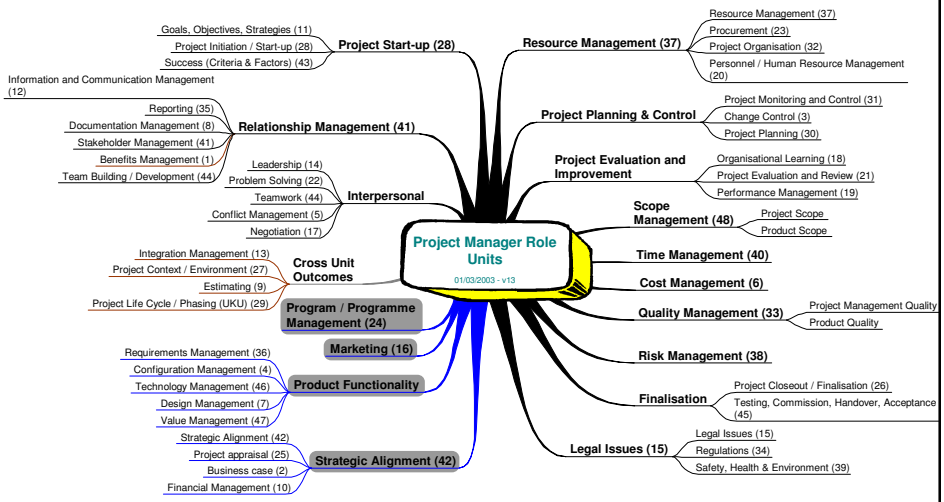


GAPPS Project Manager Standards

The development process

- Review of existing standards
  - PMBOK®Guide, APMBoK, IPMA®Competence Baseline (ICB), P2M
  - ANCSPM, ECITB (UK), PMSGB/SAQA (RSA), PMICDF
- Identification of 48 topics of which 18 were represented at high level in all standards reviewed

Initial mapping of PM standards



GAPPS Project Manager Standards

Units

PM01 Manage Stakeholder Relationships

PM02 Manage Development of the Plan for the Project

PM03 Manage Project Progress

PM04 Manage Product Acceptance

PM05 Manage Project Transitions

Global Level 1

PM06 Evaluate and Improve Project Performance

Global Level 2 Only

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CIFTER Table

Project Management Complexity Factor	Descriptor and Points			
1. Stability of the overall project context	Very high (1)	High (2)	Moderate (3)	Low (4)
2. Number of distinct disciplines, methods, or approaches involved in performing the project	Low (1)	Moderate (2)	High (3)	Very high (4)
3. Magnitude of legal, social, or environmental implications from performing the project	Low (1)	Moderate (2)	High (3)	Very high (4)
4. Overall expected financial impact (positive or negative) on the project's stakeholders	Low (1)	Moderate (2)	High (3)	Very high (4)
5. Strategic importance of the project to the organisation or organisations involved	Very low (1)	Low (2)	Moderate (3)	High (4)
6. Stakeholder cohesion regarding the characteristics of the product of the project	High (1)	Moderate (2)	Low (3)	Very low (4)
7. Number and variety of interfaces between the project and other organisational entities	Very low (1)	Low (2)	Moderate (3)	High (4)

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GAPPS
Global Alliance for Project Performance Standards

Mappings to Other Standards

As part of our work in the GAPPS to promote transportability & mutual recognition, we mapped various global standards to the GAPPS standards. Based on the GAPPS standard this mapping exercise is done to show which core and common set of topics the various standards have.

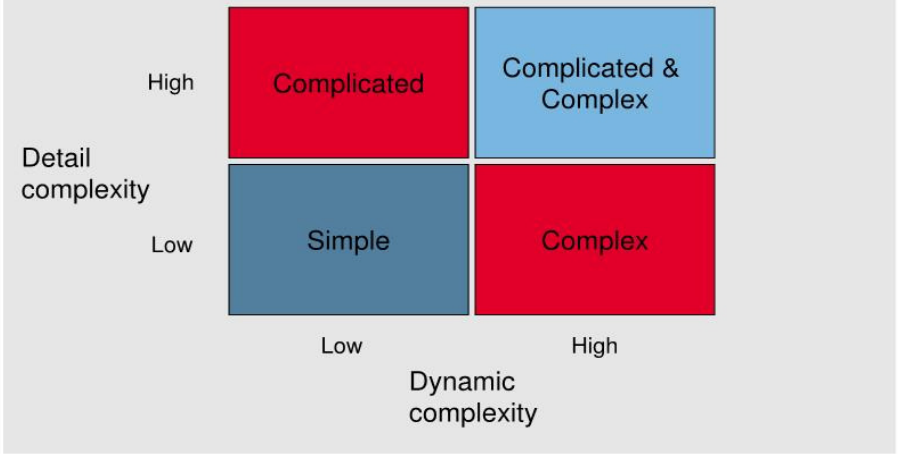
Up until now the following standards have been mapped to the GAPPS standards:

- AIPM
- ANC SPM
- ICB3
- ISO 21500
- P2M
- PMBOK 2008
- PRINCE2 2009
- SAQA NQF Level 5

FAILURE
IS
NOT
AN
OPTION
APOLLO XIII
EX LUNA, SCIENTIA
KENNEDY SPACE CENTER VISITOR COMPLEX

2. Nature of complexity –merging theory and practice

AT OSBORNE



IPMA 4 Level Certification

IPMA certification advantages

- How the knowledge is acquired is irrelevant
- Assessment by human beings (assessors)
- Assessment of behaviour
- Feedback regarding areas for improvement
- 4 levels of certificates
- National language (cultural diversity)

GAPPS
Global Alliance for Project Performance Standards

Mapping of Global Certifications and Qualifications

GAPPS has pubished a mapping of the different assessment methods used for the various certifications and qualifications for project management that are issued by professional association and governments endorsed institutes such as universities and vocational education providers. ►

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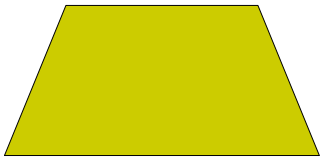
Project Excellence versus PM Standard

Project Excellence

Lighthouse
- Innovation
- Flexibility
- High level
- Best practice

Standards
e.g. **ISO 21.500, ICB 3.0**

Solid Rock
- Basics
- Buerocratic
- Low level
- Consensus



Die Lösung

Project Excellence

PM-Standard

pma award winner 2012

Never give up
WWW.JOEMONSTER.ORG

Kindness Boomerang
because kindness keeps the world afloat
life vest
inside