

## Getting Acquainted With PMI's Wide Range of Standards

## Defining Excellence Globally

As a project manager, you are probably already familiar with some of PMI's global standards, which have evolved into an extensive and diverse library. Here is an overview of PMI's wide and growing range of standards.

## What Is a Standard?

According to *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*—Third Edition, a standard is a document established by consensus and approved by a recognized body that provides, for common and repeated use, rules, guidelines or characteristics for activities or their results, aimed at the achievement of the optimum degree of order in a given context.

Breaking that long definition into manageable chunks of information, the primary difference between standards and other project management texts is that standards are reviewed and approved by a team of subject matter experts (SMEs). PMI's greatest source of SMEs is its vast and invaluable group of volunteers.

Each PMI standard is the product of a group of individuals who are currently working in the field of project management and have met PMI's volunteer criteria. Each team consists of a project manager, deputy project manager, core team and team members. The project teams are chartered to document the current generally accepted processes or practices for a given topic (i.e., create a standard or update an existing standard on a regimented four-year refresh cycle).

Standards Program Working Sessions are another way for PMI to probe the project management community, and for project management practitioners to network and share opinions with other professionals from all over the world. Participation in Standards Program Working Sessions could ultimately impact updates to existing standards or influence the development of future standards.

All standards in development are also made available via the PMI public Web site for an exposure draft period, which allows the public to review and make recommendations. Additions, deletions, or corrections

are encouraged as part of the ongoing effort to solicit feedback from the project management community.

## The PMBOK® Guide: Where It All Started

PMI's signature standard, now in its third edition, has gained wide acceptance and has come to be regarded as the *de facto* global standard for project management. The *PMBOK® Guide* "put PMI on the map," paved the way for future standards, and established credibility for the organization as a whole. PMI is now recognized by the American National Standards Institute (ANSI) as a Standards Development Organization.

## Where Standards Are Focused Today

While PMI continues to update materials on project management, a number of new areas of interest have surfaced over time as PMI and the profession have evolved. As a result, PMI has developed new standards, which can be grouped loosely under four themes: programs, professions, organizations and people.

## Focus on Programs

As the practice of project management grew, project managers sought a standard that could speak to programs, or groups of "related similar projects managed in a coordinated way to obtain benefits and control not available from managing them individually," as defined in the *PMBOK® Guide*—Third Edition. To meet this need, *The Standard for Program Management* is currently under development, and scheduled to debut in the second quarter of 2006, along with *The Standard for Portfolio Management*.

This resource will enable program managers to assess the variety of factors linking projects under one program, and provide the best allotment of resources among the constituent projects. This standard is expected to be very popular in the community and to fill a niche that is currently not addressed.

## Focus on Professions

PMI has been involved in a number of efforts aimed at gaining credibility and respect for the project management profession. So it should come as no surprise that one of the standards currently under development falls under this umbrella.

The Unified Project Management Lexicon is being created to serve as a specialized dictionary for the project management profession. Once this terminology has been set, agreed upon and published, those in the profession can make strides toward integrating a foundation of practices, examinations and certifications that will benefit the profession as a whole.

## Focus on Organizations

PMI's *Organizational Project Management Maturity Model (OPM3®)* is a standard unlike other maturity models. Published in 2003, this standard, delivered by a Web-based tool, offers a comprehensive approach that enables organizations to assess and develop their ability to deliver projects successfully, consistently and predictably. Containing three interlocking elements—Knowledge, Assessment and Improvement—*OPM3* describes organizational project management, organizational project management maturity and relevant Best Practices. It includes various appendices and a glossary.

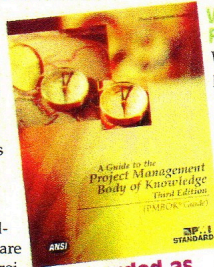
*The Standard for Portfolio Management*, the sister standard to *The Standard for Program Management*, is also in the pipeline, and falls under the umbrella of organization. By definition, portfolios are a "collection of projects or programs and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives."

## Focus on People

*The Project Management Competency Development Framework* standard provides individuals and organizations with guidance on how to manage the professional development of the project manager. It defines the key dimensions of project manager competence and specifies the competencies that are most likely to impact a project manager's performance. This standard enables the user to recognize the interdependencies among job knowledge, skills and behavior.

## Standards—Into the Future

One thing that has been consistent in the project management field is change. In addition to the current PMI standards library, we can expect to see the scope of standards expand in the future, in response to shifts in the profession. PMI's Web site and our library of publications and standards will enable the project management professional to stay abreast of change, and to stay informed about developments within the industry.



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## Current Project Teams Pursue Ambitious Timelines

The great strides being made in updating and improving standards would not be possible without the many dedicated individuals who comprise the current standards project teams. This timeline shows the current projects and their next deliverable. With the exception of The Unified Project Management Lexicon Project, the name given is the title of the standard each team is working on.

## January 2006

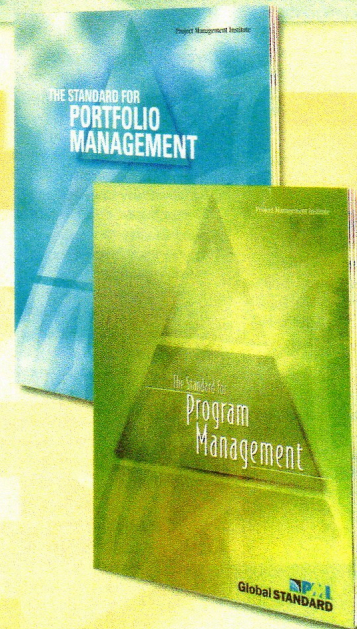
**Project Manager Competency Development Framework—Second Edition:**  
Chris Cartwright, PMP, Project Manager  
Deliverable: Pre-exposure draft

**Automotive Extension to the PMBOK® Guide—Third Edition:**  
Tim Sennett, PMP, Project Manager; Joe Maggione, PMP, Deputy Project Manager  
Deliverable: Pre-exposure draft

## June 2006

**The Standard for Portfolio Management:**  
David Ross, PMP, Project Manager; Paul Shaltry, PMP, Deputy Project Manager  
Deliverable: Publication of standard

**The Standard for Program Management:**  
David Ross, PMP, Project Manager; Paul Shaltry, PMP, Deputy Project Manager  
Deliverable: Publication of standard



## Summer 2006

**Government Extension to the PMBOK® Guide—Third Edition:**  
Peter Dimov, PMP, Project Manager; Mike Musial, PMP, Deputy Project Manager  
Deliverable: Publication of standard



Peter Dimov, PMP  
Project Manager



Mike Musial, PMP  
Deputy Project Manager

## Fourth Quarter 2006

**Practice Standard for Work Breakdown Structures—Second Edition:**  
Eric Norman, PMP, Project Manager; Shelly Brotherton, PMP, Deputy Project Manager  
Deliverable: Publication of standard