



# Project Management

## Company Certificate according to ISO21500

AUDITISO offers companies certification of their project management system according to ISO 21500. This proof of competence is becoming increasingly valuable, as more than 40% of working time is already spent on projects - with an upward trend. At the same time, many projects still fail or fall short of their goals.



The certificate confirms that the companies operate a professional project management system that complies with the internationally recognized guidelines according to ISO 21500. It is certified that the basic project management terms, structures, framework conditions, knowledge areas and procedures are known and applied in practice. Company-specific characteristics are considered.

### Notes:

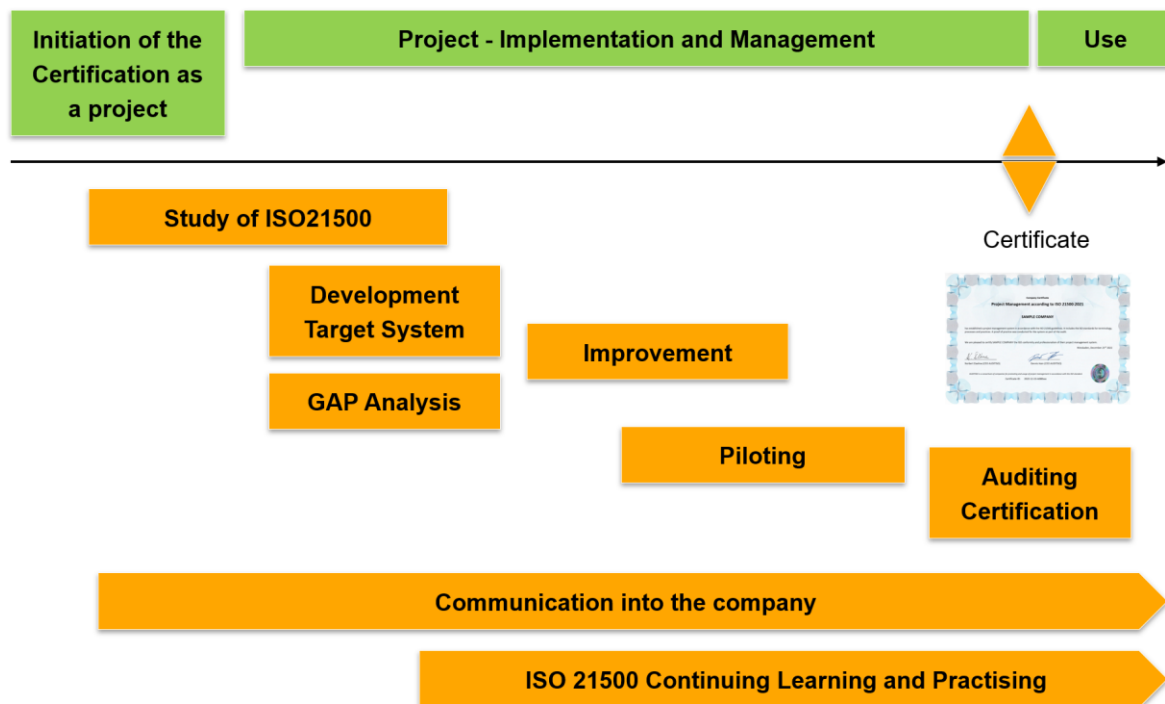
- The project management system is described in ISO21500 and refined in further documents ISO21500 ff.
- Certification is carried out by AUDITISO, a consortium of companies promoting ISO 21500 knowledge and usage

### **For whom is ISO 21500 corporate certification of particular benefit?**

- Organizations that are committed to working in a professional manner
- Organizations that want to make their multi-project management more strategic
- Organizations that want to secure and increase the efficiency and effectiveness of their projects
- Organizations that need proof for clients, tenders or regulatory authorities
- Organizations that want to align their internal PM guidelines with an international standard
- Organizations that want to provide their internal PM guidelines with a certificate
- Organizations that have project management competencies (e.g. PMI, IPMA, Prince 2, etc.) and want to standardize them
- Organizations that consider a framework for classical, agile and hybrid project management as important
- Organizations that have considered PM certification but have not yet pursued it due to time or cost constraints

### **What is certified?**

- Establishment of project management according to the ISO 21500 guidelines
- Use of project management terms, structures, roles and documents
- Existence of a portfolio management for multi-project control
- Standardization of processes in project management
- Management of the knowledge areas
- Presentation of the own project management system in a project management manual or similar documents
- Availability of templates for the project management documents mentioned in the ISO guidelines
- Access to a glossary with integrated translation table between company-specific PM terms and ISO terms
- Access to a sufficient number of sufficiently experienced project managers



### How does the company certification process work?

- First contact with one of our auditors
- Placing the order and arranging a kickoff meeting with the responsible auditor
- Audit initiation in a personal kickoff meeting or as an online session
  - Review of existing PM documents in the company
  - Explanation of the ISO 21500 guidelines
  - Discussion of possible deviations and open points
  - Agreement on the level of support, schedule and audit date
- Working on the open points
  - Creation or adaptation of existing PM documents according to ISO 21500, as well as review of the tools used for ISO compatibility
  - Presentation of PM experience and ISO 21500 knowledge of employees
  - If required: PM training according to ISO 21500 (separate offer)
  - Creation of a PM glossary with translation table, if required
  - Selection and presentation of a concrete project as proof that projects are carried out according to ISO 21500
  - Alternatively: Initiation and planning of a first project according to ISO 21500 - if desired with coaching by AUDITISO (separate offer)
  - Use of AUDITISO for queries to the agreed extent

- Auditing
  - Review of PM documents (manual, templates, glossary)
  - Review of documents of a previous project
  - Interview of the person responsible for the project portfolio
  - Interview of project managers about their practical work
- Preparation of an audit report and issuing of the certificate
- Follow-up work and its verification

### **How much time should you plan as a company?**

The following statements apply to **small and medium-sized enterprises**. Further information for larger companies and groups can be found below.

- Introduction
  - Initiation of certification
  - Preparation day with auditor
  - < 2 days effort
- Internal preparation of the audit
  - Analysis of necessary activities
  - Internal meeting for audit preparation
  - Preparation of documents
  - Processing of open points
  - $\geq 3$  days
- Audit implementation
  - One day with at least 3 persons (PM responsible, 2 project managers)
  - $\geq 3$  days
- Follow-up work and its review

### **What are the costs of certification?**

- Own time expenditure in the company
- External costs for audit and certification (see price scale)
- On request, support costs for additive consulting, coaching and seminars

## **Certification of project management according to ISO21500 of larger companies and corporate groups**

Due to their small scope, clear structure and international recognition, the project management guidelines ISO21500 are the best possible starting point for their introduction and acceptance in large companies and corporate groups. They offer sufficient leeway to make sector-, division- and project-specific adaptations and details.

The statements of ISO21500 apply to large projects and programs as well as to smaller projects and work orders. In principle, the procedures for auditing and certifying small and large companies are the same.

However, the number and variety of project contents, employee experiences, procedures and investments make the introduction of common guidelines according to ISO21500 more elaborate and difficult.

### **Requirements for the introduction and certification of a project management system according to ISO21500 in large companies and corporate groups**

The desired introduction and certification should itself be seen as a project. This should provide evidence that projects are carried out effectively and efficiently. In detail, the following requirements must be met:

- Principle "PM - as much as necessary, as little as possible".

Project management is a discipline that does not itself carry out project work and achieve results. As a management and control function, it must help to achieve the goal. Therefore, it is necessary to act with a sense of proportion according to the motto: "as much as necessary, as little as possible".

The project management system described in a project management manual or in a project management rulebook (project governance) must be kept short. The necessary guidelines must be set and at the same time the project teams must be given the freedom to shape it in a meaningful way.

- Help and motivation instead of administration and bureaucracy

Every management system should help and not hinder. Unfortunately, guidelines from ivory towers, manuals as cupboard goods and bureaucratic people are still to be found in the development and establishment of a project management system.

- Here, too, ISO21500 counteracts this with its clear and concise presentation - easy to understand, applicable everywhere and freely configurable. To underline this, the implementation project itself should be carried out

according to ISO21500, be completed in a short time and prove its efficiency in the process. Use of traditional, agile and hybrid approaches

Due to various difficulties, traditional project management is replaced by agile elements or combined with them wherever possible. It must be recognized that the concepts and frameworks presented in ISO are valid for all types of projects - including purely agile and hybrid ones. ISO21500 must be a unifying bracket from the outset and not fuel the usual front-lining of methodologists.

- Broad-based information and use

Knowledge about project management according to ISO21500 must be built up and disseminated within the company through a wide range of information, communication channels, coaching and seminars. It should reach managers, project leaders and staff as well as involved suppliers.

- Addressing known and significant deficits

If the topic of project management is dealt with in a project itself, e.g. in order to obtain certification, this is a good opportunity to remedy known deficits or deficits identified through comparison with the ISO standard.

## **Strategies and procedures for the introduction and certification of project management according to ISO21500 in large companies and corporate groups**

The certification project can be divided into the following phases:

- **Initiation**

As in any project, the first step is to define the goal, determine the benefits, set deadlines and milestones and allocate budgets, allocate resources and formulate a project mandate with key stakeholders. If sufficient resources are available, certification will be possible and the depth of project management improvement will serve as a variable.

The draft project mandate can be prepared in a small group and then presented, discussed, adjusted as well as approved in a top management meeting. It is important that this project is supported by top management. Projects shape the future of a company. Getting better at this is a matter for the boss.

We recommend a project team of at least 3 people who have the relevant corporate and project experience.

Guide values for effort in processing days (BT) and duration in calendar weeks (KW):

Internal effort 10 BT

4 BT Project draft and decision paper

5 BT Coordination with top management, e.g. meeting

1 BT Finalisation

External consulting free of charge as acquisition

Duration 3 KW

- **PM ISO 21500 goal setting and gap analysis**

The project team needs to familiarize itself intensively with ISO21500. This can be done through self-study or a seminar. A transfer to the own environment is to be carried out in order to obtain a target conception.

In the gap analysis, deviations and gaps from the target must be identified. Appropriate work packages are to be defined to deal with them. Furthermore, the need for further training for project leaders and staff must be determined.

Guide values:

Internal effort 20 BT

6 BT Knowledge building about ISO21500

9 BT Target setting and GAP analysis

5 BT Definition and distribution of work packages

External consulting e.g. 3 BT

Duration 4 KW

- **Working through deficits**

The deficits can usually be dealt with using agile methods (Scrum, Kanban, Lean Management). The scope and depth of the work can be aligned with the available budget.

It is usually feasible to reach a sufficient level of maturity for certification within 3 months. The prerequisite for this is that there is broad PM experience with corresponding documents that only need to be adapted slightly.

Guide values:

Internal effort 60 BT

External effort e.g. 3 BT

Duration 12 KW

If the certification project is to be used to make profound improvements in one's own project management, this phase will take longer.

- **Seminar**

The seminar should serve to ensure and broaden the ISO21500 knowledge in the company.

At least a three-day seminar with 10 participants is to be held. The seminar can optionally be aimed at future project managers, as well as at project manager colleagues who are experienced in the company.

Guide values:

Internal effort 30 BT seminar participation

External expenditure 6 BT seminar incl. preparation and follow-up work

Duration 1 week

- **Piloting**

ISO21500 is to be applied to a first project. This can be a new or ongoing project, alternatively a completed project can be documented accordingly.

For a new project, at least the project initiation and project planning must be completed before the certification date. The project planning must show how the project team intends to successfully manage the subsequent project implementation in accordance with the ISO21500 guidelines.

During the post-documentation of an existing project, it should be possible to establish ISO21500 conformity with a manageable effort. This can best be done by the project manager of the selected project.



The project managers of the pilot projects must participate in the certification audit. The project should be of a size that is common in the company and sufficient for an audit. The selection can be done together with AUDITISO.

Guide values:

Internal effort 10 BT

External effort e.g. 3 BT

Duration 2 KW

- **Certification audit**

The certification audit date should be set early. This serves the concentrated project work towards the target date.

Participants are the client and head of the certification project as well as 1-3 of his project staff, 1-3 project managers of other company projects as well as the responsible auditors. A representative of the top management should be present at the beginning of the audit.

The following documents must be made available to the auditor in advance:

- Project management manual or governance document showing the project management guidelines for the company according to ISO21500.
- Templates for the standard documents that are essential in project management (project order, project plan, progress report, etc.)
- Documentation of the pilot project
- List of project managers who are sufficiently informed or trained about ISO21500 and who can be questioned during the audit, if necessary.

In the audit, the individual topics of project management are discussed in the form of a survey. The aim is to check the basic understanding of project management according to ISO21500 and to assess the adaptation in the company.

Deficiencies are identified and suggestions for improvement are discussed.

At the end of the audit, the auditor announces whether certification is granted.

Afterwards, the auditor summarizes the audit protocol in an audit report. As a rule, the company receives this report within 10 days and, if successful, the certificate.

Guide values:

Internal effort 6 BT for the audit meeting

External effort 6 BT 2 preparation, 2 audit, 2 follow-up work

Duration 1 KW

- **Parallel change management and external communication**

Parallel change management must be set up to sensitize and motivate the employees. It is important to ensure that the focus is less on the formal aspect of ISO certification and more on improving project work and the benefits that this should bring for the company and its employees.

The successful certification is to be communicated to the market according to the company's own wishes.

Guide values:

Internal effort 10 BT

External effort e.g. 2 BT

Duration 1 KW

## **Summary**

A certification project for project management according to ISO21500 in large organizations can usually be completed in about 6 months, provided that the appropriate resources are available and work on the project with priority.

The benefit of the project is the desired proof of competence in project management at the internationally recognized level of ISO21500. In addition, an improvement of the own project management as well as a staff training is integrated in the project, which will have a high benefit in future projects.

The internal effort depends largely on how much of one's own project management system is to be improved within the scope of the certification project. An effort of 60 BT is a good guideline for this. A three-day in-house seminar with 10 participants is a personnel development measure necessary for certification (30 BT). Furthermore, sufficient time must be invested in communication within the company. All in all, including the effort for initiation, change management and communication, this results in a staff time requirement for the certification project of 150 BT (guideline value).

As external expenditure, it is recommended to plan a budget of approx. 50 thousand euros.

In a minimum offer for the preparation, auditing and certification of a large organization, AUDITISO offers its services at a flat rate of 25 thousand euros.



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