PMI RESEARCH INFORMED STANDARDS (RIS)

2017 Request for Proposals (RFP)

PMI Standards program is pleased to announce its request for proposals for research 2017 funding, up to US$50,000 for an evidence-based literature review on current perspectives, thinking, approaches, roles and terminology surrounding **NEW TRENDS IN PROJECT MANAGEMENT**.

I. BACKGROUND

In 2010, PMI's Standards Program launched the Research Informed Standards (RIS) initiative to incorporate useful and relevant research into its Standards development process. While consensus among users of Standards is the major focus for their development, timely research from both academic and market research communities remains vital to inform and guide the PMI Standards development process.

PMI Standards Member Advisory Group and Research Informed Standards Committee has recently identified **NEW TRENDS IN PROJECT MANAGEMENT** (as in the context of innovations in 'delivery practice' which are in use but may or may not have been clearly identified) as a topic for exploration and analysis. A better way to anticipate the future is to understand the factors and contexts capable of shaping it. These 'shapers' also support change through innovation. The field of Project Management requires continuous improvement and adaptations to meet evolving practice and methods.

II. PROBLEM STATEMENT

Project, program and portfolio delivery methods and practice have changed over the decades to align themselves to the changing environment. Many programs of work carried out around the world today have complex budgets and technologies, multi-time zone teams and culturally different labor resources which could not have been imagined even a decade ago.

Concurrent with these changes have been significant improvements in the level of education and qualifications attained by those involved in managing project, program and portfolio delivery. Enhanced educational preparation has enabled project managers and executives to be actively involved with the strategic direction and delivery consequences of complex programs and portfolios.

There is a growing demand for PMI to be more pro-active and innovative in the foundational knowledge and professional guidance contained in its Standards and practice guides. As the largest project management member organization, representing a significant global cohort of delivery managers and executives, PMI needs to take a position of leadership.

To inform its publications and its practice guides going forward, PMI must determine and genuinely 'discover' (uncover), what is on the horizon in the way of new developments and trends, including how project delivery is managed and integrated with operations and business development. Just as importantly, PMI needs to explore and document what industries around the world are doing and

trying, to develop improvements (as knowledge gathering).

PMI Standards seek to acquire a comprehensive understanding of new trends in project management delivery that are currently visible via a strong, or perhaps, a weak signal, and an analysis of them. Such information will allow PMI to assess their impact, determine which of these trends is most likely to persist, what to invest in, and importantly, with whom to engage and or partner to address the most impactful of them. This Request for Proposal (RFP) is the first step in this knowledge gathering effort.

III. RESEARCH SCOPE/QUESTIONS TO ADDRESS

The scope of work will address the following questions, which may be refined to determine applicability:

1) What signals may be identified (across industries) that will impact practice over the next 10 years, and in what way and what circumstances?
2) What are the fundamental changes happening that will have the greatest impact on PPP?
3) What changes are taking place in PPP delivery management that will have the greatest impact on Standards in the profession?

IV. PROJECT TIMELINE

Deadline for Submission of Proposals: 20 February 2017

Complete Evaluation of Proposals: 13 March 2017

Notification of Applicants: 20 March 2017

Scope review and clarification: 27 March – 7 April 2017

Award Contract signed: 15 April 2017

Detailed Plan due to PMI Standards: 1 May 2017

Approve Detailed Plan: 15 May 2017

Report Interim Findings: 15 July, 15 September 2017

Report Results: 1 December 2017

V. RESEARCH CONTRACT AND REPORTING REQUIREMENTS:

The successful investigator will summarize a detailed plan for conducting this research no later than 30 business days after contract award, focused initially on project management, and if achievable, including program management. This plan will be submitted to and confirmed by PMI before the research is initiated.

A liaison from the PMI Standards staff will be assigned as a primary resource during the investigation. The principal investigator (PI) will deliver written bi-monthly interim findings reports to both the Standards and the Academic Resources liaisons, along with the final report, per the timeline provided to investigators at project initiation. These reports will be in the style and format provided by PMI. As needed, conference calls will be scheduled at the request of PMI or the PI.

VI. PROPOSAL SUBMISSION GUIDELINES:

Proposal should be submitted online via [***https://pmi.submittable.com/submit***] in PDF format no later than **19 January 2017** and be a maximum of seven pages, plus cover sheet. The following content outline should be used to structure your proposal.

I. Cover
   a. Title
   b. Principal Investigator (PI) and other Investigator(s)
   c. Affiliations/ Contact details
II. Objectives/Scope (1 page)
III. Methodology (1 page)
IV. Usability of results (the portability and application of results to future research and standards should be clearly described) (1 page)
V. Schedule of activities (1 page)
VI. Research team and background (1 page)
VII. Budget (up to US$50,000) (1 page)
VIII. Glossary of key terms (1 page)

VII. SELECTION CRITERIA

Submissions will be assessed based on the following criteria with weighted values for each section, creating a scoring scheme with a possible 100 points:

1. Respondent's demonstrated understanding of stated research questions (30 points)
   a. Understanding the importance of identifying new trends for the improved practice of project, program and portfolio management
   b. Understanding how the findings of this research may be reflected in project, program and portfolio current and future practice
2. Proposal's methodological merit (20 points)
   a. Clarity of overall strategy including assumptions and limitations

b. Appropriateness of research methodology

3. Significance of results – expected utility (20 points)
4. Cost and time factors for the project (10 points)
   a. Any assumptions, constraints, risks
   b. Statement of probability that research will be completed according to proposed timeline
5. Experience and qualification of project team (20 points)
   a. Expertise and availability of proposed project team in trends analysis (10 points)
   b. Evidence of investigator's prior research topics in trends analysis (10 points)

Please contact PMI Standards, Attn: Lorna Scheel (lorna.scheel@pmi.org), with questions on the RIS program or submission process.