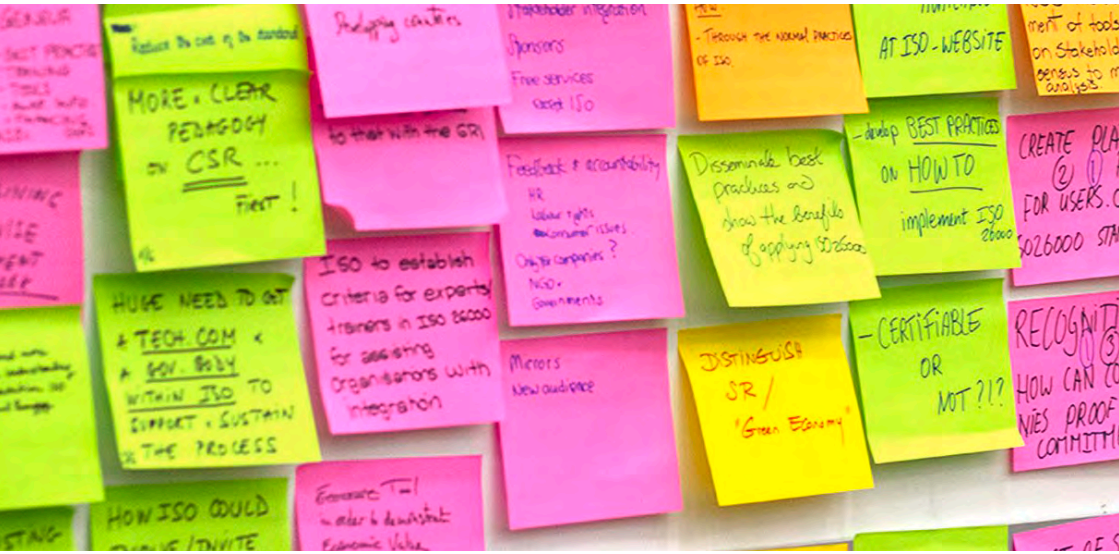


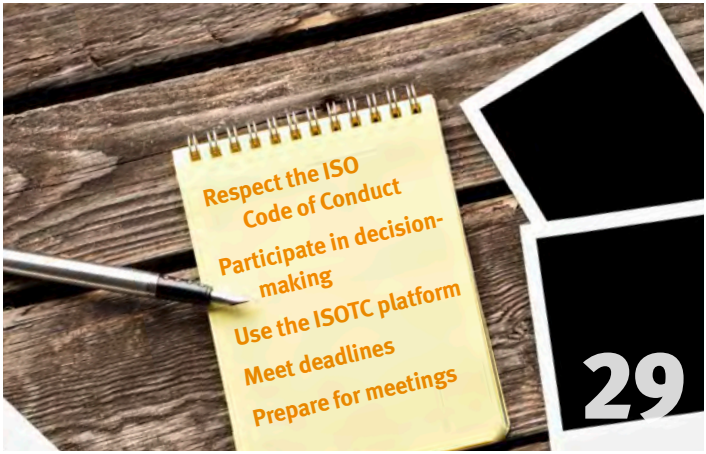
my ISO job

2020 edition

My ISO job

What delegates and experts need to know


MORE + CLEAR PEDAGOGY ON CSR ... FIRST !
ISO to establish criteria for experts/ trainers in ISO 26000 for assisting organisations with integration
HUGE NEED TO GET + TECH.COM + + GOV. REL'S WITHIN ISO TO SUPPORT + SUSTAIN THE PROCESS
HOW ISO COULD
Sponsors
Free services
Dissominate best practices and show the benefits of applying ISO 26000
Mirrors
New audience
- Through the normal practice of ISO
AT ISO - WEBSITE
develop BEST PRACTICES ON HOW TO implement ISO 26000
- CERTIFIABLE OR NOT ?!?
JUSTIFY/JUSTIFICATION "Green Economy"
CREATE PLA
FOR USERS.
RECOGNIT
HOW CAN
COMMITM


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My ISO job

What delegates and experts need to know





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Welcome to ISO





Congratulations
on your appointment
as a delegate of an ISO committee
or an expert in a working group.

The purpose of this document is to help you participate effectively in ISO's technical work.



The purpose of this document is to help you participate effectively in ISO's technical work.

Part 1 provides general background information about ISO and the standards development process. **Part 2** explains what is expected of you as a participant in ISO. **Part 3** gives a list of the tools and resources available to you.

This document presents an overview and is not exhaustive. Links to additional information are provided throughout. If you are reading a paper version, the full links are given in Part 3. You can also visit **www.iso.org** or **ISO Connect**. A full list of the **acronyms** used are defined at the end of the document.



The most important information for your ISO work is covered in Part 2.

So if you are familiar with ISO, we suggest you skip the background in Part 1 and go to Part 2 to get right to the essentials.

The people there to help you…

ISO has detailed processes and it is normal to feel a little overwhelmed at first. Your national standards body is available to provide you with any information. Committee leaders (Chairs and Managers) are also available to answer your questions, as are the ISO Central Secretariat Technical Programme Managers (TPM) assigned to each committee. A TPM provides committees with advice on ISO policies, procedures and work programme matters. The name and contact information of the committee leaders and TPM are available on the "About" section of each **committee page on iso.org**.

This document is to assist delegates and experts in ISO's technical work. The following remain the source documents (**www.iso.org/directives**):

- *ISO Statutes*
- *ISO/IEC Directives, Part 1*
- *Consolidated ISO Supplement to the ISO/IEC Directives, Part 1*
- *ISO/IEC Directives, Part 2*
- *ISO/IEC JTC 1 Supplement*

ISO
A SNAPSHOT

What ISO does
Develops International Standards and other **deliverables** for products, services, processes, materials and systems, and for conformity assessment, managerial and organizational practice.

What ISO does not do
Carry out certification of conformity to its standards, including ISO 9001 or ISO 14001.

ISO – the organization
Consists of a network of the most representative **national standards bodies** from all regions of the world, working in partnership with international organizations such as the United Nations, its specialized agencies and the World Trade Organization (WTO).

ISO's origins
Founded in 1946 by delegates from 25 countries, ISO began operating on 23 February 1947.



Introducing ISO

PART 1

Background

ISO members

ISO is a network of national standards bodies which make up the ISO **membership**. These bodies represent ISO in their countries. There are three member categories which enjoy different levels of participation:

Full members (or member bodies) **influence** ISO standards development and strategy by participating and voting in ISO technical and policy meetings. Full members can sell and adopt ISO International Standards nationally.

Correspondent members observe the development of ISO standards and strategy, including by attending ISO technical and policy meetings as observers. Correspondent members can sell and adopt ISO International Standards nationally.

Subscriber members keep up to date with ISO's work but cannot participate in it – nor can they be observers in committees. They do not sell or adopt ISO International Standards nationally.

What makes ISO so unique

The need for truly global standards has expanded as new markets, new actors and new powerful economies emerge. ISO provides unique mechanisms to establish international consensus that results in globally and market-relevant standards. With a collection of thousands of International Standards and other deliverables, developed and promoted by stakeholders in a network of national standards bodies from all regions and hundreds of international organizations, ISO is the leading producer of International Standards. This Part provides basic information about how it all happens.



ISO and trade

The World Trade Organization's (WTO) **Agreement on Technical Barriers to Trade** (TBT), which includes the Code of Good Practice for the Preparation, Adoption and Application of Standards (in Annex 3), recognizes the important contribution of international standards and conformity assessment systems to improve the efficiency of production and facilitate international trade.

ISO implements the principles adopted by the TBT committee that should be observed by international standardizing bodies : transparency, openness, impartiality and consensus, effectiveness and relevance, coherence, and the development dimension. ISO's **global relevance policy** details principles consistent with the WTO principles along with implementation guidelines to ensure that ISO standards are relevant to countries all around the world.

ISO and developing countries

Increasing the participation of ISO's developing country members and strengthening their standardization infrastructures is an ISO priority.

Consult **iso.org** for more information about ISO's efforts related to developing countries. The site also contains general information about training and technical assistance, which may include funding for delegates and

experts from developing countries to attend meetings. See **ISO Connect** for details about ISO's sponsorship programme to support participation in technical work or contact **tmb@iso.org**.

Worldwide collaboration

ISO collaborates with its two sector-based international partners, the IEC (International Electrotechnical Commission) and ITU (International Telecommunication Union). ISO also collaborates with the United Nations and its specialized agencies and commissions, particularly those involved in the harmonization of regulations and public policies.

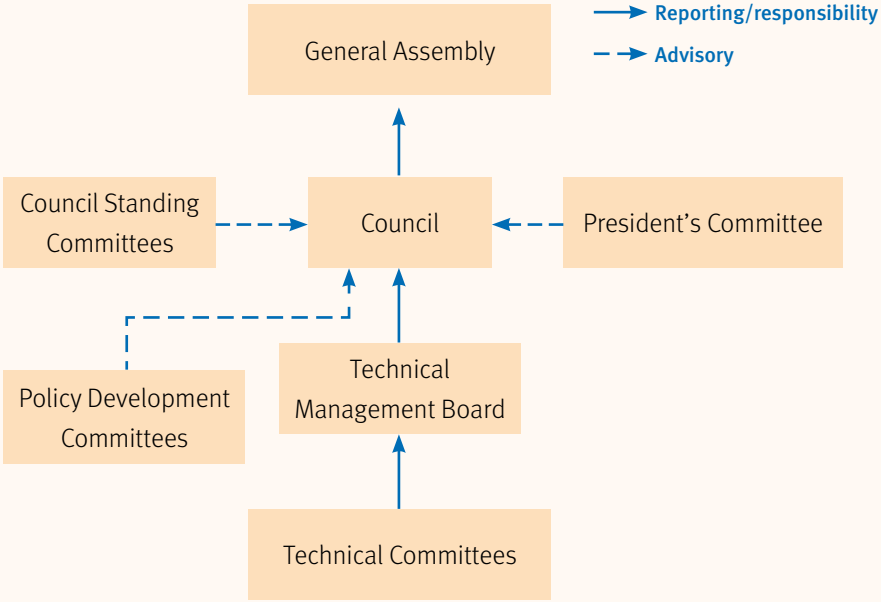
ISO's technical committees have **liaisons** with hundreds of international organizations. Many of ISO's members also belong to regional standards organizations. This makes it easier for ISO to coordinate with regional standardization activities throughout the world.

The ISO Council has recognized the following seven regional standards organizations:

- ACCSQ – ASEAN Consultative Committee for Standards and Quality
- AIDMO – Arab Industrial Development and Mining Organization
- ARSO – African Regional Organization for Standardization
- CEN – European Committee for Standardization
- COPANT – Pan American Standards Commission
- EASC – Euro-Asian Council for Standardization, Metrology and Certification
- PASC – Pacific Area Standards Congress

ISO signed an agreement on technical cooperation with the CEN ("**Vienna Agreement**"). Information about the Vienna Agreement, including the implementation guidance is available at **www.iso.org/va**.

ISO governance structure



The Secretary-General is a member of the President's Committee, reports to the President and to Council and receives advice from the policy and advisory groups (who also advise Council). The Central Secretariat is responsible for supporting the governance and policy and advisory structure and the operations of ISO.

The Principal Officers

The strategic management of ISO is in the hands of its members and ISO's **Principal Officers**: President, President-elect, Vice-President (policy), Vice-President (technical management), Vice-President (finance), Treasurer and Secretary-General.

The General Assembly

The General Assembly is similar to a company's shareholder meetings and is attended by ISO's Principal Officers and delegates nominated by the member bodies. Correspondent members and subscriber members may attend as observers. The General Assembly meets every September and is usually hosted by an ISO member body.

The ISO Council

The ISO Council generally meets three times per year and governs the operations of ISO just as a board of directors governs the operations of a company. It is chaired by the ISO President and comprises 20 ISO members and the Chairs of ISO's Policy Development Committees. The Council appoints the Treasurer, the members of the Technical Management Board and the Chairs of ISO's Policy Development Committees : DEVCO (Committee on developing country matters), COPOLCO (Committee on consumer policy) and CASCO (Committee on conformity assessment) – who all report to it.

The President's Committee

The President's Committee is comprised of the Principal Officers. It advises Council on the implementation of its decisions. It also ensures effective communication and coordination between the ISO Council, the Technical Management Board and the four Council Standing Committees : the Strategy and Policy Committee (CSC/SP), the Committee on Finance (CSC/FIN), nominations for governance positions (CSC/NOM) and oversight of the Organization's governance practices (CSC/OVE). The President's Committee meets as often as needed throughout the year, usually 4-5 times.

The President's Committee advises Council on the implementation of its decisions.





The Technical Management Board (TMB)

The TMB reports to the ISO Council and is responsible for the overall management of the technical work. The TMB is comprised of a Chair and 15 member bodies and it decides on the establishment of technical committees and appoints their secretariats and Chairs. It also monitors the progress of the technical work and is responsible for the **ISO/IEC Directives**, which are the rules for the development of International Standards and other ISO **deliverables**. It has three physical meetings per year (February, June and September) and works by correspondence as needed between meetings.

The Secretary-General

ISO's day-to-day operations are managed by the Secretary-General, who is appointed for five-year terms and heads the ISO Central Secretariat in Geneva, Switzerland, as well as its Singapore office.

ISO Strategic Plans

ISO is guided by a ten-year Strategic Plan (approved by the ISO General Assembly). The implementation of ISO's Strategic Plans is overseen by the ISO Council.



ISO committees – the basics

Structure

The development of International Standards and other ISO **deliverables** is carried out by ISO technical committees and their subcommittees, or by project committees. Technical and project committees are established by the Technical Management Board to develop International Standards or other ISO **deliverables** within their approved scopes.

A technical committee may set up one or more subcommittees. The scope of a subcommittee must be within the scope of the parent technical committee.

Technical committees, project committees and subcommittees can establish working groups to focus on specific tasks such as developing the first draft of a standard or deliverable.

Advisory groups, study groups, ad hoc groups and editing committees can also be set up to support the activity, as needed. Unlike technical committees and subcommittees, the above groups are disbanded after the fulfilment of their given task.

Technical committees must develop **strategic business plans**, which also address the activities of any subcommittees. The purpose of the strategic business plan is to analyse market needs and demonstrate how they will be addressed by the work of the technical committee.

Standards can also be developed in project committees, which operate in the same way as technical committees. The only difference is that they are only mandated to develop one standard, after which the project committee is disbanded or transformed into a technical committee if there is a need for further standardization within its scope. By definition, a project committee cannot have subcommittees unless it is transformed into a technical committee.

Leadership

The committee secretariat and Manager

Each ISO technical committee, project committee or subcommittee is administratively supported by an ISO member body (the "secretariat"). The member body which is appointed by the Technical Management Board to hold the secretariat of a committee is also by default a participating member (P-member) in the committee.

The member body which holds the secretariat of a committee appoints a Manager, the person responsible for all administrative aspects of the committee. The Manager is however required to be neutral and to dissociate him/herself from his/her national positions. S/he works closely with the committee Chair in managing the work of the committee.



The committee Chair

Nominations for Chairs are submitted by the member body holding the secretariat of a committee. The Technical Management Board appoints Chairs of technical committees and project committees. Parent technical committees appoint the Chairs of their subcommittees. Chairs can be nominated for an initial maximum period of six years. Extensions are allowed, up to a cumulative maximum of nine years.

The role of the Chair is to help the committee reach an agreement that will be internationally accepted. This requires him or her to steer the committee towards consensus and recognize when it has been reached. The Chair must remain neutral and cannot therefore continue to be a national representative in the committee s/he is chairing.



Working group Convenors

Working group Convenors are appointed by the technical committee, project committee or subcommittee for up to three-year terms ending at the next plenary session of the parent committee following the term. Such appointments must be confirmed by the national body of the country where the Convenor is from or by the liaison organization who nominated him/her). The Convenor may be reappointed for additional terms of up to three years. There is no limit to the number of terms.

The role of the Convenor is to lead the work of the experts in the working group. S/he must also apply the principles of consensus. S/he can also be supported by a secretariat, as needed.

The role of the Convenor is to lead the work of the experts in the working group.

Note: You can find more information on the different roles and responsibilities of the committee leadership in the ISO brochure ***Project Management Methodology Roles, responsibilities and capability requirements***.

Committee members

Technical committees, subcommittees and project committees



Full members

All ISO member bodies (also referred to as "full members") are eligible for membership in any ISO technical committee, project committee or subcommittee as either participating members (P-members) or observers (O-members).

P-members are required to play an active role in the work of a committee, as well as vote on all official committee ballots. They are also expected to base their positions on the consensus of national stakeholders, preferably through national mirror committees.

O-members follow the development of a standard, and possibly contribute to the work, without committing themselves to active participation.

Correspondent members may register as observers of committees. But unlike O-memberships, which are reserved for ISO member bodies, correspondent members that register as observers do not have the right to submit comments.[1)] Technical committees, subcommittees and project committees may establish liaisons. Category A liaisons allow international and broadly based regional organizations to actively participate in the work of a committee. However, they do not have the right to vote in formal committee ballots.

Subscriber members cannot participate in the technical work of ISO except under the Council pilot project.[1)]

---

1) **NOTE:** Following Council Resolution 03/2013, correspondent and subscriber members were allowed to participate in a maximum of five committees for a two-year trial period (2014-2015). The pilot project has been extended for a further four years with the current rights but with increased training and support to members participating in this programme (Council Resolution 22/2015).



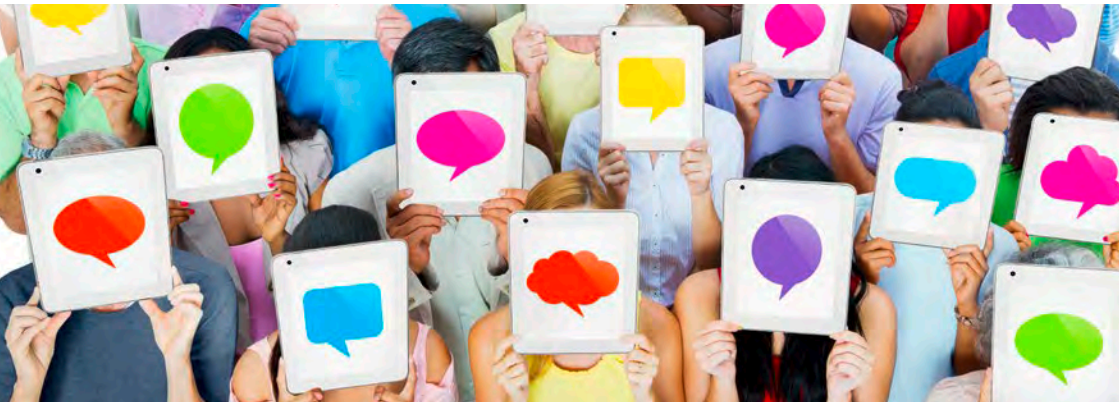
Working groups

Membership to working groups is limited to the experts that are nominated by the members that have agreed to actively participate in the project concerned (P-members and category A liaisons). There is also a special category of liaison (category C) reserved for working groups.

Whereas P-members of technical committees, subcommittees or project committees are required to represent their national positions, working group experts do not formally represent the members who nominate them. They are selected based on their individual know-how and experience in a given subject and therefore act in a personal capacity. However, they should understand the positions of the member that appointed them and keep them informed of progress in the technical work.

Capacity building for ISO members

Helping ISO's members strengthen their standardization infrastructures and enhance their participation in the international standardization system by building their capacity is an ISO priority. Twinning arrangements are partnerships between two ISO members with the aim of sharing knowledge and experience to build the capacity of the less experienced partner. A twinning arrangement can be established at the P-member, Convenor, Secretariat and Chair levels. For more information about twinning, see the ***Guidance on Twinning*** and the brochure ***Twinning is winning*** or contact **tmb@iso.org**.



Meetings

Committees use electronic means – e.g. e-mail or Web conferencing – to carry out their work whenever possible. Meetings are convened only when necessary to discuss matters of substance which cannot be settled by other means.

The official languages of ISO being English, French and Russian, the work of a committee by correspondence could be in any of these languages, however, meetings are conducted in English by default. Delegates and experts without solid English skills will find it challenging to effectively participate in committee work.

There are generally two types of meetings – plenary meetings of technical committees, subcommittees and project committees, and working group meetings. The rules for each differ slightly, as explained next.

All final documents must be available at least six weeks in advance of the meeting.

Committee plenary meetings

Technical committee, subcommittee and project committee plenary meetings are planned well in advance, taking into account the advantage of grouping committee meetings dealing with related subjects, improving communication and limiting the burden of attendance at meetings by delegates. The date and place of a meeting is subject to agreement between the Chair, the Manager, the ISO Central Secretariat and the national standards body acting as host. Decisions at meetings are taken by way of resolutions and are posted in the committee's electronic folder within 48 hours after the meeting.

The **ISO/IEC Directives, Part 1** require that the meeting notice, draft agenda and all basic documents be made available by the committee secretariat at least four months before the date of a technical committee, subcommittee or project committee meeting. A final agenda and all other documents, especially those related to action items, must be available at least six weeks in advance of the meeting.

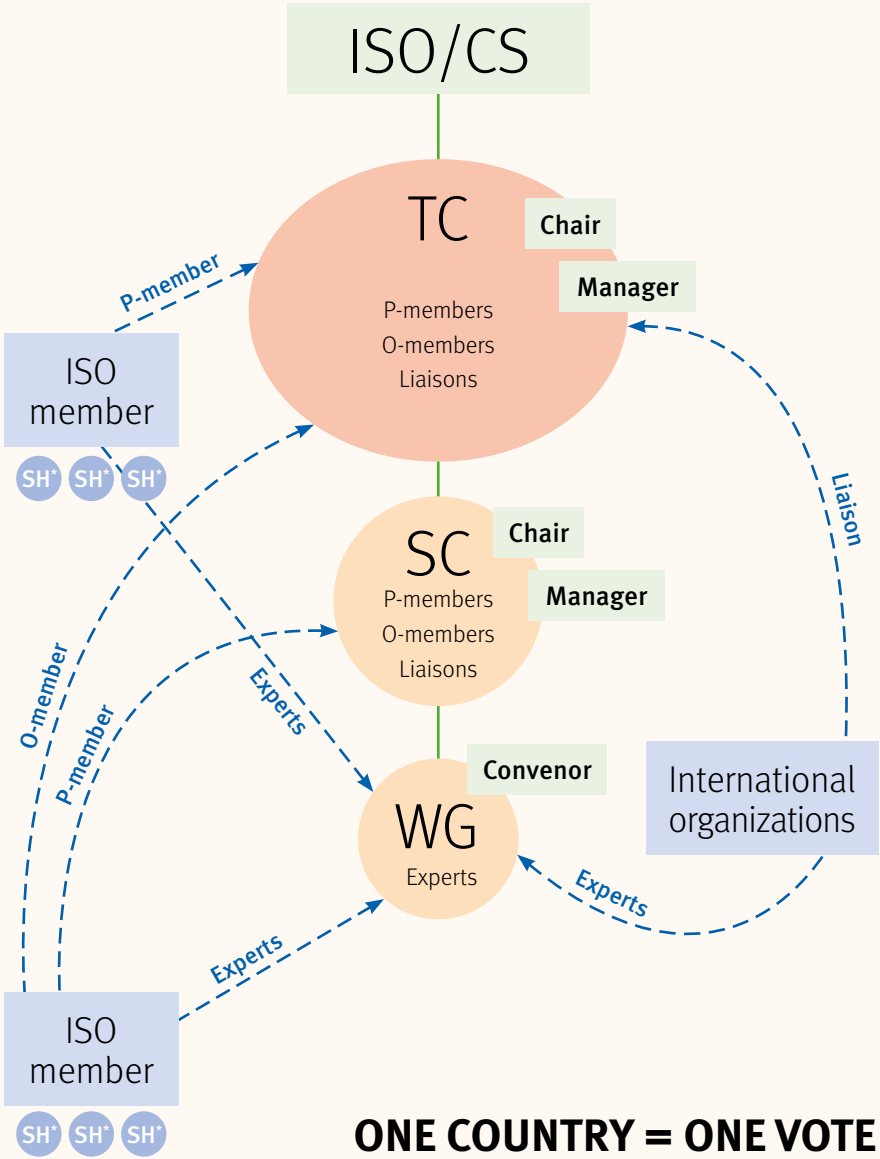
P-members are usually represented by delegations from their national mirror committees. Delegates attending a technical committee, subcommittee or project committee meeting must be accredited by their member bodies, and must be registered via **Meetings**. A head of delegation is the official spokesperson for a delegation. S/he ensures that members of the delegation represent their country's position. A delegate to a committee meeting may be the same individual who has been nominated by an ISO member body to be an expert in a working group.

Representatives of category A liaisons may attend and participate in plenary meetings. However, liaison representatives cannot vote on committee matters.

Working group meetings

Working group meetings are attended by the experts appointed by P-members and liaison organizations. Convenors must notify the experts of a meeting at least six weeks in advance of the meeting.

How does it all fit together? Below is a diagram of how the various elements of the ISO committee structure fit together.



*National stakeholders

International Standards and other ISO deliverables

While ISO is best known for its International Standards, it has other deliverables. Below are the five types of deliverables developed by ISO committees. More information about these deliverables is available on **iso.org** or in the **ISO/IEC Directives, Part 1**.

International Standards (IS)

An International Standard provides rules, guidelines or characteristics for activities or for their results, aimed at achieving the optimum degree of order in a given context. It can take many forms. Apart from product standards, other examples include: test methods, codes of practice, guideline standards and management systems standards.

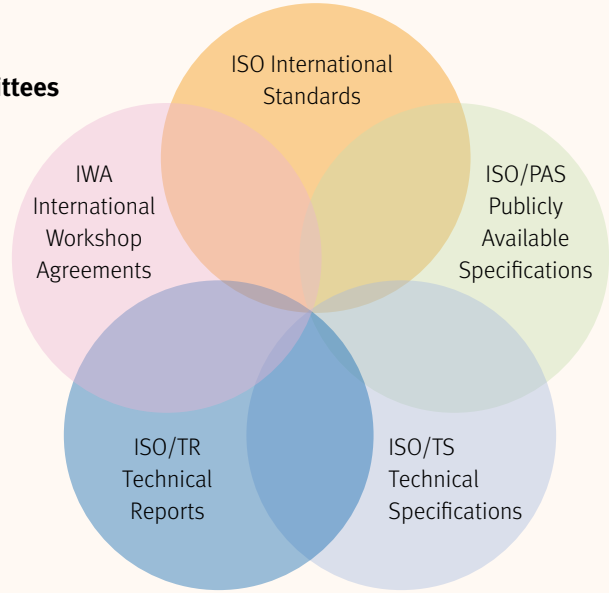
Technical Specifications (TS)

A Technical Specification addresses work still under technical development, or where it is believed that there will be a future, but not immediate, possibility of agreement on an International Standard. A Technical Specification is published for immediate use, but it also provides a means to obtain feedback. The aim is that it will eventually be transformed and republished as an International Standard.

Technical Reports (TR)

A Technical Report contains information of a different kind from that of the previous two publications. It may include data obtained from a survey, for example, or from an informative report, or information on the perceived "state of the art".

ISO deliverables created by committees



Publicly Available Specifications (PAS)

A Publicly Available Specification is published to respond to an urgent market need, representing either the consensus of the experts within a working group, or a consensus in an organization external to ISO. As with Technical Specifications, Publicly Available Specifications are published for immediate use and also serve as a means to obtain feedback for an eventual transformation into an International Standard. Publicly Available Specifications have a maximum life of six years, after which they can be transformed into an International Standard or withdrawn.

International Workshop Agreements (IWA)

An International Workshop Agreement is a document developed outside the normal ISO committee system to enable market players to negotiate in an "open workshop" environment. International Workshop Agreements are typically administratively supported by a member body. The published agreement includes an indication of the participating organizations involved in its development. An International Workshop Agreement has a maximum lifespan of six years, after which it can be either transformed into another ISO deliverable or is automatically withdrawn.

For more details,

see also iso.org.

Rules for developing standards – the basics

Following the Directives

The **Directives** are the core procedures for standards development work in both ISO and the IEC. They contain the rules which guide the progression of ISO deliverables, including the development of a new International Standard (or other ISO deliverable) or the revision or amendment of an existing ISO standard.

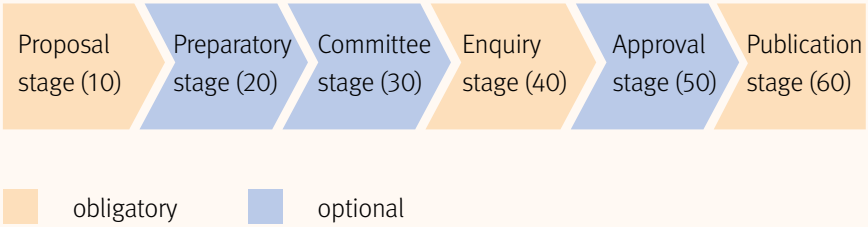
Part 1 of the Directives is particularly important as it indicates the required standards development procedures to be followed. ISO also has unique procedures which are not applicable to the IEC. These are contained in the **Consolidated ISO Supplement**, which consolidates the **ISO/IEC Directives, Part 1** and the ISO specific rules.

Part 2 of the Directives contains rules for the structure and drafting of standards. It also covers the way in which terms are used and the accepted use of units, tolerances, symbols and probability statements. Working group Convenors have the primary responsibility for following Part 2.

Stages for developing ISO deliverables

The full details of all of the stages of development for ISO deliverables are summarized here, followed by a brief explanation. For more detail, see also **iso.org**. For tips on writing standards, see ***How to write standards***. For an overview of the elements of conformity assessment that standards writers should know, see ***Conformity assessment for standards writers – Do's and don'ts.*** An explanation of the link between conformity assessment and various ISO deliverables is available on **iso.org**.

Stages for developing ISO standards



Proposal stage (10)

This first step is to confirm that a new International Standard in the subject area is really needed (**see ISO's global relevance policy**). A New Work Item Proposal (NP) is submitted to the committee for vote using Form 4. The electronic balloting portal should be used for the vote. The person being nominated as project leader is named on the Form.

If there are possible complications around copyright, patents or conformity assessment, they should be raised at this early stage.

This stage can be skipped for revisions and amendments to ISO standards that are already published.

Preparatory stage (20)

Usually, a working group is set up by the parent committee to prepare the Working Draft (WD). The working group is made up of experts and a Convenor (who is usually the project leader). During this stage, experts continue to look out for issues around copyright, patents and conformity assessment.

Successive WDs can be circulated until the experts are satisfied that they have developed the best solution they can. The draft is then forwarded to the working group's parent committee that will decide which stage to go to next (Committee stage or Enquiry stage).

The **ISO/TC** (also referred to as eCommittees) platform can be used for sharing documents at this and other stages of a standard's development.



Committee stage (30)

This stage is optional. For guidance on when it can be skipped, see **Annex SS of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1**.

During this stage, the draft from the working group is shared with the members of the parent committee.

If the committee uses this stage, the Committee Draft (CD) is circulated to the members of the committee who then comment and/or vote using the electronic balloting portal. Successive CDs can be circulated until consensus is reached on the technical content.

Enquiry stage (40)

The Draft International Standard (DIS) is submitted to the ISO Central Secretariat (ISO/CS) by the Committee Manager. It is then circulated to all ISO members who get 12 weeks to vote and comment on it. The DIS is approved if two-thirds of the P-members of the committee are in favour and not more than one-quarter of the total number of votes cast are negative.

If the DIS is approved, the project goes straight to publication. However, the committee leadership can decide to include the approval (FDIS) stage if needed. (The Submission Interface should be used when sending the draft to ISO/CS.)

See the **ISO/IEC Directives, Part 1, Subclauses 2.6.3 and 2.6.4** for more information.

Approval stage (50)

This stage will be automatically skipped if the DIS has been approved. However, if the draft has been significantly revised following comments at the DIS stage or has technical changes (even if the DIS has been approved), committees must carry out this stage (FDIS is no longer optional). (See the **ISO/IEC Directives, Part 1, Subclause 2.6.4** for more information.)

If this stage is used, the Final Draft International Standard (FDIS) is submitted to the ISO Central Secretariat (ISO/CS) by the committee Secretary. The FDIS is then circulated to all ISO members for a two-month vote to decide whether the standard is suitable for publication. (The Submission Interface should be used when sending the draft to ISO/CS.)

The standard is approved if two-thirds of the P-members of the committee are in favour and not more than one-quarter of the total number of votes cast are negative. (See the **ISO/IEC Directives, Part 1, Subclause 2.7** for more information.)



Publication stage (60)

At this stage, the Manager submits the final document for publication through the Submission Interface. After the FDIS, only editorial corrections are made to the final text. It is published by the ISO Central Secretariat as an International Standard.

Committee Managers and project leaders get a two-week sign-off period before the standard is published.

Project management

When embarking on a new project, committees must decide within which time frame – referred to as "tracks" – the project will be developed.
There are four possible standards development tracks (SDT):

SDT 18

- 8 months to produce the DIS
- 18 months to publication

SDT 24

- 12 months to produce the DIS
- 24 months to publication

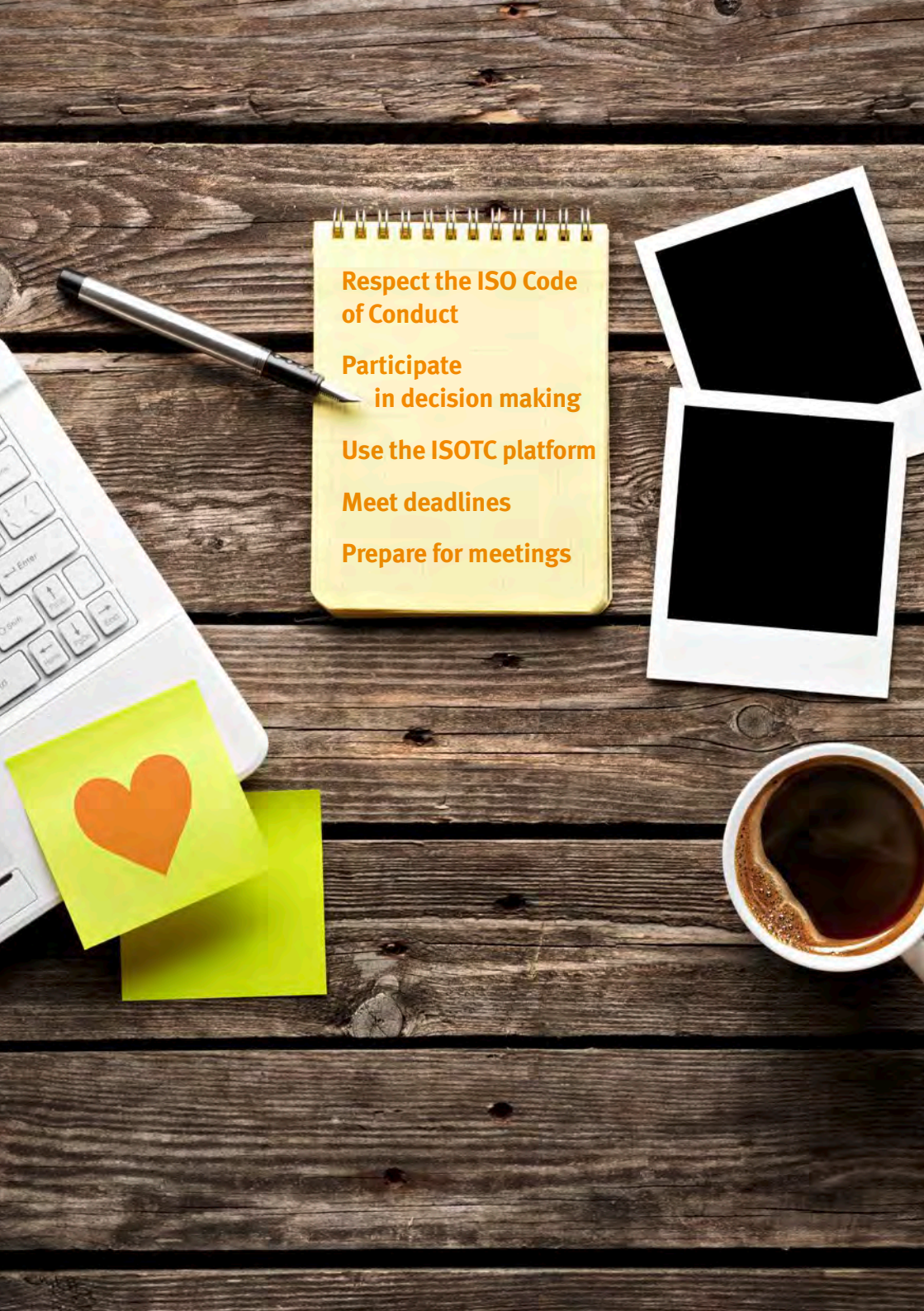
SDT 36

- 24 months to produce the DIS
- 36 months to publication

Standards and other ISO deliverables are intended to meet a market need. Also, the longer a project takes to develop, the more resources are required. Committees are therefore under pressure to respect the time frames of the tracks they select. Limited extensions are granted by exception only.

What happens after publication?

It is not enough to simply publish a standard or other deliverable – we have to make sure they remain current and relevant. ISO has a process through which it ensures that ISO deliverables remain up to date. This is referred to as the "systematic review" process, in which committee members have an important role to play. You will find more information about the systematic review in **Subclause 2.9 of the ISO/IEC Directives, Part 1**.


Respect the ISO Code of Conduct
Participate in decision making
Use the ISOTC platform
Meet deadlines
Prepare for meetings

What is expected of you

PART 2

Participate!
Participate!
Participate!

By accepting an appointment as a committee member or expert, you are committing to actively participate in the committee or working group to which you are appointed. You also agree to fulfil a number of obligations associated with participation. This Part summarizes what active participation means at ISO. It also explains key obligations you must meet.

Respect the ISO Code of Conduct

ISO is an international, multi-stakeholder, multi-sector environment. The **ISO Code of Conduct** contains seven principles (and explanations) that are the foundation for participation in the ISO system:

- Respect others
- Behave ethically
- Escalate and resolve disputes
- Work for the net benefit of the international community
- Uphold consensus and governance
- Agree to a clear purpose and scope
- Participate actively and manage effective representation

All participants who choose to participate in ISO work must adhere to the above principles.

Guidance and a process for handling situations where someone does not act in accordance with the code of conduct has been developed by ISO/TMB.



Voting is a crucial part of a P-member's obligations.

Participate in decision making

Committees work by consensus (see **Subclause 2.5.6 of the ISO/IEC Directives, Part 1** for details about how consensus works) and by vote.

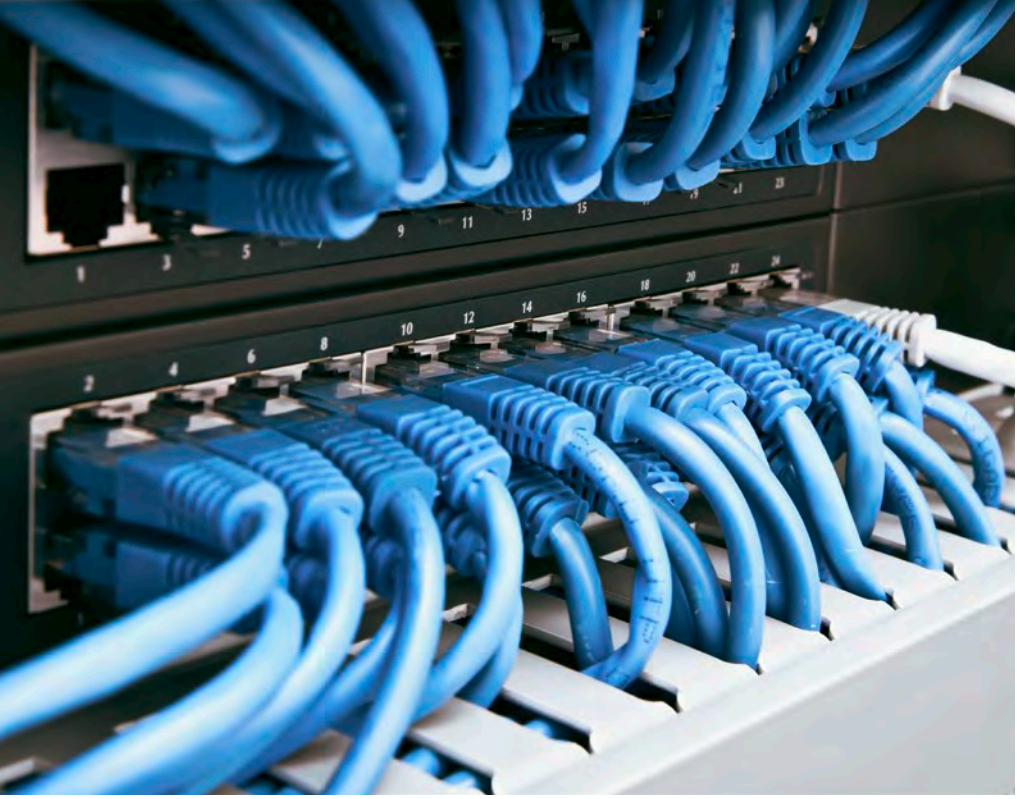
Voting decisions are taken within ISO on the basis of votes cast by ISO member bodies, using the principle of "one country, one vote". The ISO Committee Internal Balloting (CIB) system is used for votes by correspondence. Those eligible to vote, and the approval criteria, vary depending on the nature of the vote. The rules are explained in more detail in **Part 1 of the ISO/IEC Directives**.

Voting is a crucial part of a P-member's obligations. Those who fail to vote on over 20 % of the questions formally submitted for voting on the CIB (New Work Item Proposals – NP, Committee Drafts – CD) over one calendar year may be downgraded to O-membership. Similarly, a P-member who fails to vote on an enquiry draft (DIS) or final draft (FDIS) or a systematic review (SR) will be downgraded to O-member.

See **Subclause 1.7.4 of the ISO/IEC Directives, Part 1** for more details.

The above rules are strictly monitored and applied. This is because the quality of ISO standards and other deliverables is directly related to the quality of the involvement of those engaged in its work.

Decisions in working groups are always taken by consensus, i.e. there are no votes.



Use the ISOTC platform (also known as eCommittees)

Because there is a lot of document exchange in developing standards and other ISO deliverables, it is important that all participants use the same tools to centralize efforts and maximize efficiency. The use of **eCommittees** is mandatory for working groups.

Meet deadlines

As mentioned above, committee Chairs and Managers are under pressure to stick to the timelines for the track (see **page 27**) selected for a particular project. This means that projects have to be carefully managed to ensure that all of the steps required at each stage of development (see **pages 24-26**) can be taken within the established deadlines.

You can play your part in making sure the project is delivered on time by consistently meeting the deadlines that you can see in the **ISO Projects**.



Preparing for a meeting means reading the documents.

Prepare for meetings

Preparing for a meeting means reading the documents. But in the ISO system, another critical part of meeting preparation is to obtain the input of other concerned parties.

Delegates at plenary meetings must ensure that they have consulted their national stakeholders in forming their positions. The Technical Management Board has prepared guidance documents for **national standards bodies** and **liaison organizations** on stakeholder engagement, based on which an **e-learning** course was developed. Links to additional guidance and support are also available on **iso.org**.

Respect copyright and trademarks

There is copyright in the content submitted to the standards development process. Many sources may be used for the drafting of a particular standard, including national standards, standards from other standardizing bodies, research papers, etc. Such content is likely to be copyright-protected. It is essential that the copyright holders give their agreement at an early stage of the standards development process to the content being shared in the process and possibly being reproduced in whole or in part in the ISO standard or other deliverable. It is the responsibility of those submitting such content to ensure that the agreement of the copyright holder has been obtained. More information about this is available on **ISO Connect**.

ISO standards, drafts and other ISO publications are all copyright-protected. The copyright is owned by ISO. Therefore ISO publications may not be copied without ISO's express permission. However, the sharing of ISO drafts is permitted to a limited extent. Please consult your Technical Programme Manager for any questions about copyright or contact **copyright@iso.org**.

For the use of the trademark-protected ISO logo and the short name "ISO", see **iso.org** or contact the ISO Central Secretariat (**logo@iso.org**). The use of trademarks of third parties or other proprietary names in ISO publications should be avoided. They may only be used in exceptional situations (see **ISO/IEC Directives, Part 2, Clause 31**).

Disclose any patents

The Common Patent Policy for ITU-T/ITU-R/ISO/IEC (see **Annex I of the ISO/IEC Directives, Part 1**) allows the inclusion of standard essential patents (SEP) in standards. To ensure that such an ISO deliverable can be used by standard users, it is essential that the owners of SEPs declare to the ISO Central Secretariat (**patent.statements@iso.org**) that they are willing to grant licences to applicants worldwide free of charge or on reasonable and non-discriminatory terms. To obtain these statements on time, committees are expected to inform participants of the Patent Policy at an early stage of the standards development process. For more information and forms, visit **www.iso.org/patents**.

Be clear about data protection

All those participating in ISO standardization activities have rights and obligations regarding data protection. **These are reflected in the Data Protection Policy for ISO members**. All participants in the ISO system must also agree to limit their use of the personal data they access to ISO standardization and related activities only. Similarly, by participating in the ISO system, you agree that your personal data may be used internationally for standardization and related activities. This applies to data stored on ISO IT tools, as well as any personal data collected in the course of standardization work (e.g. attendance lists, minutes). These obligations are summarized in a **Declaration**. All those involved in ISO standardization are deemed to agree with the Declaration by virtue of their involvement in ISO. Any questions regarding the **Policy** or the **Declaration** can be directed to the ISO Data Protection Officer: **DataProtectionOfficer@iso.org**.

How to communicate on committee work

Participants in the ISO standards development process may be asked (e.g. by the media), or may wish on their own initiative (e.g. through social media), to share information with external parties about various aspects of committee work. **ISO has developed an ISO policy on communication of committee work for such external communications**.

Coordinate on media communications

Interest by the press or other media in ISO work is welcomed and the ISO Central Secretariat (ISO/CS) and ISO member bodies have public relations services able to provide information to the press. Should you be approached to provide information about an ISO project or meeting, please coordinate with the member body, committee Secretary and the ISO Central Secretariat. ISO/CS has developed **social media guidelines** to guide you if you want to talk about your ISO work on social media or create an account for your committee. Media interest in any ISO meetings should also be coordinated and approved by the ISO member hosting the meeting to avoid the confusion that could arise from diverging messages. See **Annex SF of the Consolidated ISO Supplement to the ISO/IEC Directives, Part 1** for further details.

Stay informed

Things evolve everywhere. The same is true at ISO. Rules change, IT tools are improved and the technical programme is in constant flux. To be effective, you need to know about the developments that impact your work at ISO.

There are a few sources that can help you stay informed. Read the **TMB Communiqué** published after the Technical Management Board meetings (February, June and September) to find out about the TMB decisions that directly affect committees and their work. Also register on **ISO Connect** to get news and high-level information about ISO initiatives. Sign up to watch the pages that interest you and that are relevant to your work.





Tools and resources

PART 3

There are many tools and resources at your disposal

A number of tools and resources are available to help you do your ISO job. This Part provides links to access many of these tools. Remember that your national standards body, committee Chairs and Secretaries, as well as ISO Central Secretariat Technical Programme Managers are there to help you. Their names and contact information are available on the "About" section of each **committee page** on **iso.org**.

Resource area for standards developers

Iso.org has a resource area specifically to support the work of individuals involved in standards development. There you will find the latest information about IT tools, forms, directives, templates, toolkits, etc. **www.iso.org/iso/home/standards_development/resources-for-technical-work.htm**.

Full list of links used in this document

The following are the full links referenced in this document in the order in which they are mentioned:

ISO's public Website:
www.iso.org

ISO Connect:
https://connect.iso.org

List of committees on iso.org:
www.iso.org/iso/home/standards_development/list_of_iso_technical_committees.htm.

The **Directives** are the core procedures for standards development work in both ISO and the IEC.

ISO/IEC Directives
(including Parts 1 & 2,
the Consolidated ISO Supplement
and the JTC 1 Supplement)
www.iso.org/directives-and-policies.html

Description of the different ISO deliverables
www.iso.org/deliverables-all.html

List of ISO members
www.iso.org/members.html

World Trade Organization's (WTO) Agreement on Technical Barriers to Trade (TBT)
www.wto.org/english/docs_e/legal_e/17-tbt_e.htm

ISO's global relevance policy
www.iso.org/governance-of-technical-work.html

Brochure ***Guidance on Twinning in ISO standards development activities***
www.iso.org/publication/PUB100341.html

Brochure ***Twinning is Winning – How to engage developing countries in standardization work***
www.iso.org/publication/PUB100414.html

ISO and developing countries
https://www.iso.org/capacity-building.html

ISO's sponsorship programme to support participation in technical work
https://connect.iso.org/x/JoEwAw

List of organizations in liaison with ISO
www.iso.org/organizations-in-cooperation-with-iso.html

Vienna Agreement and guidance
www.iso.org/va

List and biography
of ISO's Principal Officers
www.iso.org/principal-officers.html

Strategic business plans
for every technical committee
www.iso.org/bp

Stages of development
for ISO deliverables
www.iso.org/stages-and-resources-for-standards-development.html

ISOTC platform for committee work
(also referred to as eCommittees)
http://isotc.iso.org/livelink/livelink?func=ll&objId=2122&objAction=browse&viewType=1

ISO Projects
https://isotc.iso.org/pp/

Brochure *How to write standards*
www.iso.org/publication/PUB100335.html

Brochure *Conformity assessment for standards writers – Do's and don'ts*
www.iso.org/publication/PUB100303.html

Brochure *ISO Code of Conduct for the technical work*
www.iso.org/publication/PUB100397.html

Information about the ISO logo
www.iso.org/iso/home/name_and_logo.htm

An explanation about the link
between ISO deliverables and
conformity assessment
www.iso.org/iso/foreword

Copyright: Clearing content added
to standards
https://connect.iso.org/x/SYBGAQ

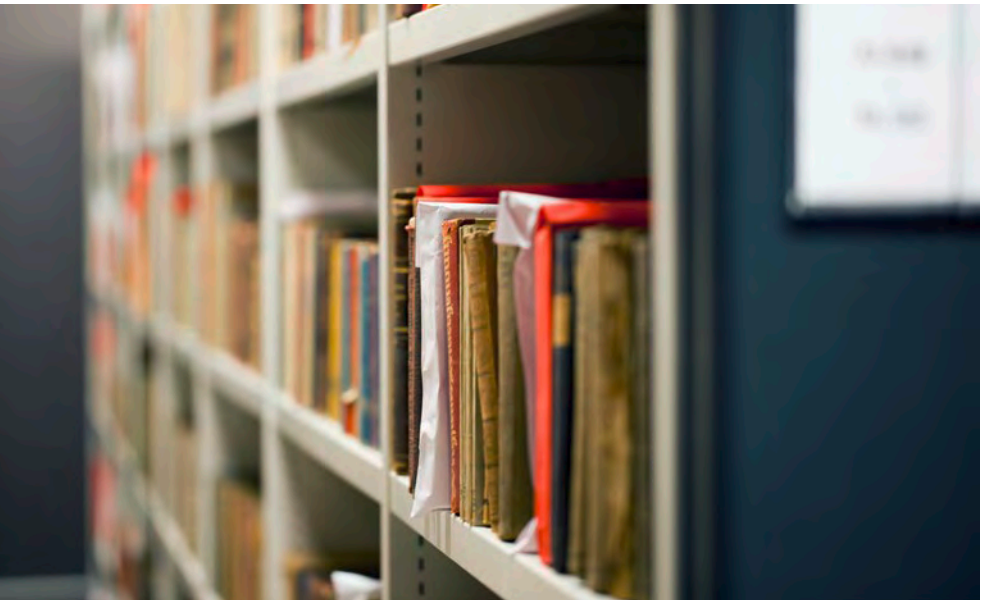
Data Protection Declaration
www.iso.org/iso/home/standards_development/resources-for-technical-work/data-protection-declaration.htm

Data Protection Policy
www.iso.org/iso/home/standards_development/resources-for-technical-work/data-protection-policy.htm

Brochure *Project Management Methodology – Roles, responsibilities and capability requirements*
https://isotc.iso.org/livelink/livelink/fetch/2000/2122/15507012/19587784/PMM_-_Roles%2C_responsibilities_and_capability_requirements.PDF?nodeid=19588324&vernum=-2

Brochure *Project Management Methodology in the ISO environment*
https://isotc.iso.org/livelink/livelink/fetch/2000/2122/15507012/19587784/Project_Management_Methodology_in_the_ISO_environment.PDF?nodeid=19588439&vernum=-2

Guidance and tools
for stakeholder engagement
www.iso.org/resources.html



Brochure *ISO policy on communication of committee work*
www.iso.org/publication/PUB100382.html

E-learning on stakeholder engagement
https://connect.iso.org/x/2QalAQ

TMB Communiqué
https://isotc.iso.org/livelink/livelink?func=ll&objId=15788626&objAction=browse&viewType=1

Brochure *Guidance for ISO national standards bodies – Engaging stakeholders and building consensus*
www.iso.org/publication/PUB100269.html

Brochure *Guidance for ISO liaison organizations – Engaging stakeholders and building consensus*
www.iso.org/publication/PUB100270.html

Acronyms

CASCO	Committee on conformity assessment
CD	Committee Draft
CIB	Committee Internal Balloting system
COPOLCO	Committee on consumer policy
CSC/FIN	Council Standing Committee on Finance
CSC/NOM	Council Standing Committee for Review of Nominations
CSC/OVE	Council Standing Committee on Oversight
CSC/SP	Strategy and Policy Committee
DEVCO	Committee on developing country matters
DIS	Draft International Standard
FDIS	Final Draft International Standard
IEC	International Electrotechnical Commission
IS	International Standard
ISO/CS	ISO Central Secretariat
ITU	International Telecommunication Union
IWA	International Workshop Agreement
MSS	Management systems standards
NP	New Work Item Proposal
NSB	National standards body
PAS	Publicly Available Specification
PC	Project committee
SC	Subcommittee
SR	Systematic review
TBT	Agreement on Technical Barriers to Trade
TC	Technical committee
TMB	Technical Management Board
TPM	Technical Programme Manager
TR	Technical Report
TS	Technical Specification
VA	Vienna Agreement
WD	Working Draft
WG	Working group
WTO	World Trade Organization

About **ISO**

ISO (International Organization for Standardization) is an independent, non-governmental international organization with a membership of 165* national standards bodies. Through its members, it brings together experts to share knowledge and develop voluntary, consensus-based, market-relevant International Standards that support innovation and provide solutions to global challenges.

ISO has published more than 23 500* International Standards and related documents covering almost every industry, from technology to food safety, to agriculture and healthcare. For more information, please visit **www.iso.org**.

*November 2020

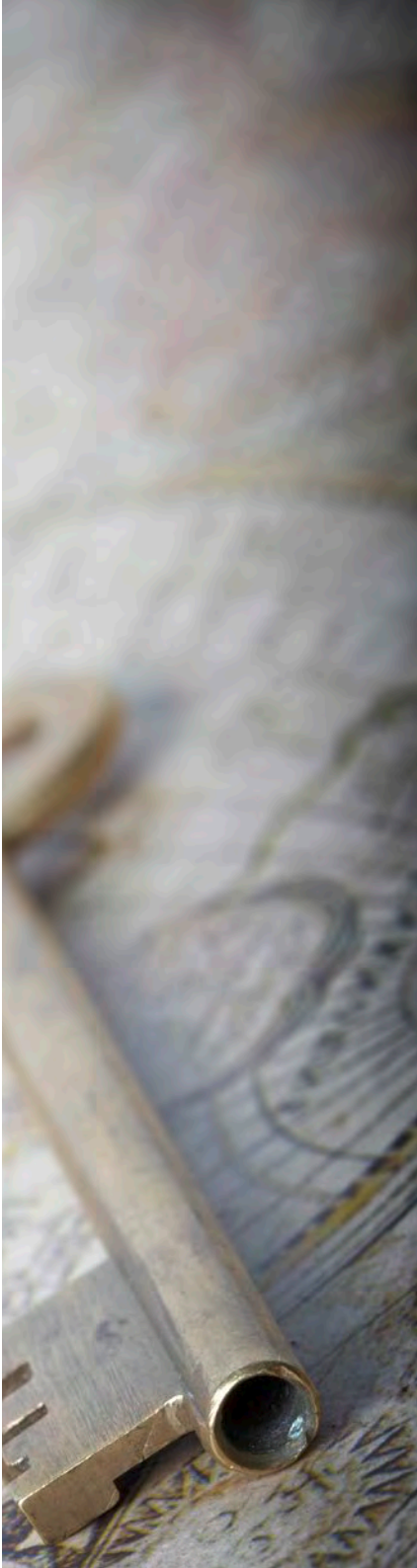
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ISO on POLICY
communication
of committee work


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Policy on **communication** of **committee work** to **external parties** and **document retention**

About this policy

There are many actors directly involved in the ISO standards development process. These include the ISO Central Secretariat (ISO/CS), ISO committee chairs and secretaries, national standards bodies (NSBs), working group convenors and experts, as well as P- and O-members ("ISO Actors").

Increasingly, ISO Actors may be asked (e.g. by the media), or may wish on their own initiative (e.g. through social media), to share information with external parties about various aspects of committee work. The following is a Policy for such external communications.

This Policy has been adopted by the ISO Technical Management Board to ensure that the integrity of ISO's processes are protected while respecting ISO's World Trade Organization (WTO) obligations to maintain transparency in standards development. The application of this Policy is mandatory.

This Policy is to be read in conjunction with the Data Protection Policy available at **www.iso.org/iso/data-protection-policy.htm**.

Part 1 – Policy on communication about committee work to external parties

A. Participation in committee work (including ISO technical committees, subcommittees, project committees and working groups)

1. ISO Actors may share the list of the participating NSBs and whether they are P- or O-members (i.e. the NSBs) in a given committee.

2. ISO Actors may share the list of P-members (i.e. the NSBs) who have nominated experts to a working group.

3. If asked, an ISO Actor may also provide a list of the stakeholder categories that are represented in a working group without indicating the number of experts in each stakeholder category.

4. The above information shall not include details about the identity of the individuals or companies (including the names of the person, the company they work for, etc.).

5. Enquiries about the details of the individuals or companies, including the stakeholder category of the expert appointed to a working group, shall be directed to the NSB who appointed them.

6. When responding to enquiries about individuals, an NSB may only provide information as regards its national participants and not about the participants of other NSBs.

7. Individuals (e.g. experts, delegates) shall not speak on behalf of an NSB unless expressly authorized to do so by the NSB in question.

B. Ballots (e.g. TS/P, NWIP, DIS, FDIS, SR)

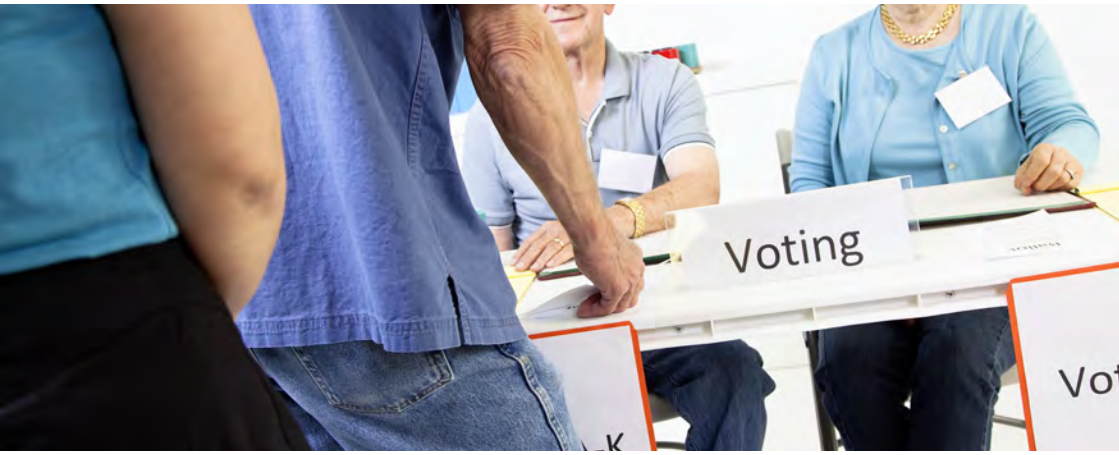
1. ISO Actors may share information about the overall outcome of a particular vote, i.e. whether it met the ISO acceptance criteria or not.

2. This shall not include information about how any NSB or committee member voted.

3. Requests for information about how an NSB or committee member voted shall be directed to the NSB in question.

4. When responding to enquiries about particular votes, an NSB may only provide information about its own votes or national position and not about the votes or national positions of other NSBs.

5. Individuals (e.g. experts, delegates) shall not speak on behalf of an NSB unless expressly authorized to do so by the NSB in question.





C. Committee and working group documents (including working documents, minutes, resolutions or recommendations)

1. Committee and working group documents such as working documents, minutes, or working group recommendations shall not be shared externally.

2. ISO Actors may share committee resolutions.

3. Reproduction or distribution for use outside the committee of any content from draft standards at all stages of development is not permitted.

4. Material such as presentations made during meetings may be shared externally only if:

- their authors agree,
- the members of the committee or working group in question agree,
- the material doesn't include content from draft standards at any stage of development,
- no commercial use is made of such material,
- the source is indicated (refer to **POCOSA*** for more information).

* POCOSA is ISO's policy for the distribution of ISO publications and the protection of ISO's copyright. The **text of POCOSA** is available on ISO Connect to ISO members. If you do not have direct access to POCOSA, you can contact **customerservice@iso.org** or your national ISO member for any questions.

D. Communicating about the work of committees and working groups externally

1. ISO Actors may share logistical information about committee work such as:

- the date of forthcoming meetings,
- updates on the stage of development of a deliverable.

2. ISO Actors may report committee consensus positions.

3. Individuals (e.g. experts, delegates) shall not speak on behalf of an NSB unless expressly authorized to do so by the NSB in question.

4. ISO Actors may also share personal opinions provided that they:

- are clearly identified as personal opinions,
- do not convey the views or positions of others,
- do not criticize the views or positions of others,
- do not pre-empt or speculate on the outcomes of ballots or upcoming discussions,
- do not criticize the activities of, or standards developed by, another ISO committee (or other standards development organization).

Part 2 – Document retention policy

- ISO requires that all records (e.g. N-Documents, minutes, resolutions, and other documents) be stored on the ISO eCommittees platform and that they shall not be deleted.
- Furthermore, before a working group is disbanded and the experts may be removed from the Global Directory, a listing of the working group experts/participants must be saved and retained in the records at the parent TC, PC or SC level to help identify and re-engage experts for future revisions.

For any questions regarding communications on committee work to external parties or document retention, please contact **tmb@iso.org**.

About **ISO**

ISO (International Organization for Standardization) is an independent, non-governmental international organization with a membership of 162* national standards bodies. Through its members, it brings together experts to share knowledge and develop voluntary, consensus-based, market-relevant International Standards that support innovation and provide solutions to global challenges.

ISO has published more than 21 000* International Standards and related documents covering almost every industry, from technology to food safety, to agriculture and healthcare.

For more information, please visit **www.iso.org**.

*February 2016

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Template for comments and secretariat observations

Date: 2012-06-08	Document: **FprEN 15221-7: 2012**

1	2	(3)	4	5	(6)	(7)
MB[1]	**Clause No./ Subclause No./ Annex** (e.g. 3.1)	**Paragraph/ Figure/Table/ Note** (e.g. Table 1)	**Type of com-ment**[2]	**Comment (justification for change) by the MB**	**Proposed change by the MB**	**Secretariat observations** on each comment submitted
NO	1 Scope	1st	ed	Consider to move the 1st paragraph to the last paragraph to state what the standard covers as the first paragraph instead, and what it is applicable for as the last paragraph. [ISO/IEC Directive 2:2011, 6.2.1]	Change the order of the paragraphs to: This European Standard gives guidelines for performance… This European Standard establishes a common… This European Standard is applicable…	
NO	1 Scope	3st	ed	Devide “benchmarkingfacility” in two words “benchmarking facility”.	Devide “benchmarkingfacility” in two words “benchmarking facility”	
NO	2 Normative references		ed	EN 15221-3 should not be a normative reference to this standard. Clause 5.5.1 refers to EN15221-3, but not in a way that makes this a normative reference. Change the wording in 5.5.1, or delete EN 15221-3 as normative. [ISO/IEC Directive 2:2011, 6.2.2]	Delete EN 15221-3 as normative reference.	
NO	3 Terms and definitions		ed	Consider to add abbreviations used in the standard, such as FTE, NFA in a separate clause: 3 Terms, definitions and abbreviations 3.1 Terms and definitions 3.2 Abbreviations	Add a new clause 3.2 Abbreviations with the following list: FTE=Full Time Equivalent NFA= Net Floor Area BREEAM=	
NO	3.1		ge	This definition of benchmarking differs from EN 15221-1 definition 2.1. This should be explained in a way. Consider to add a note to 3.1 explaining the difference between them. Especially because 1. Paragraph in clause 3mention EN 15221-1 as normative.	Add a note to 3.1 explaining the difference between this definition and the definition of benchmarking in EN 15221-1, 2.1. or a note telling: NOTE This definition differs from EN 15221-1:2006.	
NO	4.2.4		ed	In clause 4.2.4 it is a list with both letters (a) and numbers (1 to 6). The list should have the same style; letters or numbers.	Change the list to a), b), c) etc.	

1 **MB** = Member body (enter the ISO 3166 two-letter country code, e.g. CN for China; comments from the ISO/CS editing unit are identified by ******)

2 **Type of comment:** **ge** = general **te** = technical **ed** = editorial

NOTE Columns 1, 2, 4, 5 are compulsory.

1	2	(3)	4	5	(6)	(7)
MB[1]	**Clause No./ Subclause No./ Annex** (e.g. 3.1)	**Paragraph/ Figure/Table/ Note** (e.g. Table 1)	**Type of com-ment**[2]	**Comment (justification for change) by the MB**	**Proposed change by the MB**	**Secretariat observations** on each comment submitted
				[ISO/IEC Directive 2:2011, 5.2.5]		
NO	5.5.1		ed	Clause 5.5.1 refers to EN15221-3, but not in a way that makes this a normative reference. Change the wording in 5.5.1, or delete EN 15221-3 as normative. [ISO/IEC Directive 2:2011, 6.2.2]	Delete EN 15221-3 as normative reference.	
NO	Bibliography		ed	The list of bibliography is mixed and should be sorted in this order: EN standards ISO standards National standards Publications		

1 **MB** = Member body (enter the ISO 3166 two-letter country code, e.g. CN for China; comments from the ISO/CS editing unit are identified by ******)

2 **Type of comment:** **ge** = general **te** = technical **ed** = editorial

NOTE Columns 1, 2, 4, 5 are compulsory.

Best practices for improving effectiveness of working group meetings

The main progress of draft standards often take place during working group meetings. It is therefore necessary to be efficient during those meetings.

Here are several proposals aiming to improve effectiveness of WG meetings. A great part of the success of meetings lies in what is done between two meetings to prepare, progress and follow-up:

Before the meeting:

- WHO: WG Convenor (supported by WG secretary if any) - Communicate meeting time and place in due time
- WHO: WG Convenor (supported by WG secretary if any) - Ensure the venue has the required equipment (tel. conference, speakers,…)
- WHO: WG Convenor (supported by WG secretary if any) - Prepare an agenda that precisely indicates the documents to be discussed and the expected outcome.
-
- WHO: WG Convenor - Resume and analyse the list of actions decided during the previous meeting.
- WHO: Project Leader/Convenor/WG secretary - If the aim of the meeting is to deal with comments formerly sent on a draft standard, the Project Leader/Convenor/WG secretary shall have solved all editorial comments prior to the meeting. The meeting shall focus on main technical items.

During the meeting:

- WHO: WG Convenor (supported by WG secretary if any) - Begin the meeting by reporting on discussions/recommendations from the previous meeting and clearly indicate that those items will not be re-opened for discussion.
- WHO: WG Convenor (supported by WG secretary if any) - Circulate attendance lists.
- WHO: WG Convenor (supported by WG secretary if any) - Ensure the experts present at the meeting are entitled to participate.
- WHO: WG Convenor - Do not re-open the discussion on a conclusion already taken by the WG at that working draft stage but wait for comments from the NSB that nominated the expert at the Enquiry stage to re-open the discussion.
- WHO: WG Convenor - Do not allow never-ending debates.
- WHO: WG Convenor (supported by WG secretary if any) - During the meeting, write a precise action list that identifies the responsible person and a target date.
- WHO: WG Convenor (supported by WG secretary if any) - Define the next steps on each draft standard for the next two meetings.
- WHO: WG members - Do not begin a draft standard without having solved main controversial items. Otherwise discussions will be re-opened at every meeting.
- WHO: WG Convenor (supported by WG secretary if any) - Before leaving the meeting, have a clear view of the conclusions of the meeting. A summary, report or draft resolutions may be requested by TC/SC.

Between two meetings:

- WHO: Project Leader/Convenor/WG secretary - Update the action plan (i.e. target dates on projects, etc.).
- WHO: Project Leader/Convenor/WG secretary - Follow-up agreed actions and send reminders to the responsible people who need to provide contributions.
- WHO: Project Leader/Convenor/WG secretary - Update the draft standard based on the consensus agreed at the last meeting.
- WHO: WG members - If the draft standard must be submitted to the WG for a last proofreading before to be submitted to Enquiry, experts shall not use this opportunity to re-open debates; the aim of this proofreading shall be clearly stated.
- WHO: Project Leader/Convenor/WG secretary - Encourage web meetings to deal with specific items between two meetings of the working group.
- WHO: Project Leader/Convenor/WG secretary - Ensure visibility on the planning of forthcoming meetings, i.e when to expect what by or from whom.

Change of Convenor/Secretary:

Ensure continuity of work: via regular uploading of WG working documents on electronic platforms (Livelink and Collaboration tool).

October 2018

Komitéarbeid

Målet med kurset er å gi en nærmere innføring i regler, ordninger og muligheter som gjelder ved deltakelse i nasjonalt, europeisk og internasjonalt standardiseringsarbeid. I tillegg vil du bli bedre på å skrive og lese standarder. Kurset bygger på «Introduksjon til standardisering».

Målgruppen er komitédeltakere, deltakere i internasjonalt standardiseringsarbeid, påtroppende deltakere og andre som vil lære mer om standardiseringsarbeid.

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