ISO

toolkit

2019 edition

Getting
started
t o o l k i t

*for ISO committee
Chairs*

Getting
started
toolkit

for Chairs

Contents

Contents (cont'd)

Abbreviations

- CD   Committee Draft
- DIS   Draft International Standard
- FDIS   Final Draft International Standard
- IEC   International Electrotechnical Commission
- IPR   Intellectual property rights
- ISO   International Organization for Standardization
- ISO/CS   International Organization for Standardization/ Central Secretariat
- NSB   national standards body
- NP   New work item proposal
- SC   subcommittee
- TC   technical committee
- TMB   Technical Management Board
- TPM   Technical Programme Manager
- WD   Working Draft
- WTO   World Trade Organization

This information document has been designed to assist ISO committee Chairs in ISO's technical work. It is a guidance document only.

The **following publications** prevail in any case:

- **ISO Statutes**
- ISO/IEC Directives – Part 1 – Procedures for the technical work
- ISO/IEC Directives – Part 2 – Rules for the structure and drafting of International Standards
- ISO/IEC Directives, Supplement – Procedures specific to ISO
- JTC 1 Supplement – Procedures specific to JTC 1
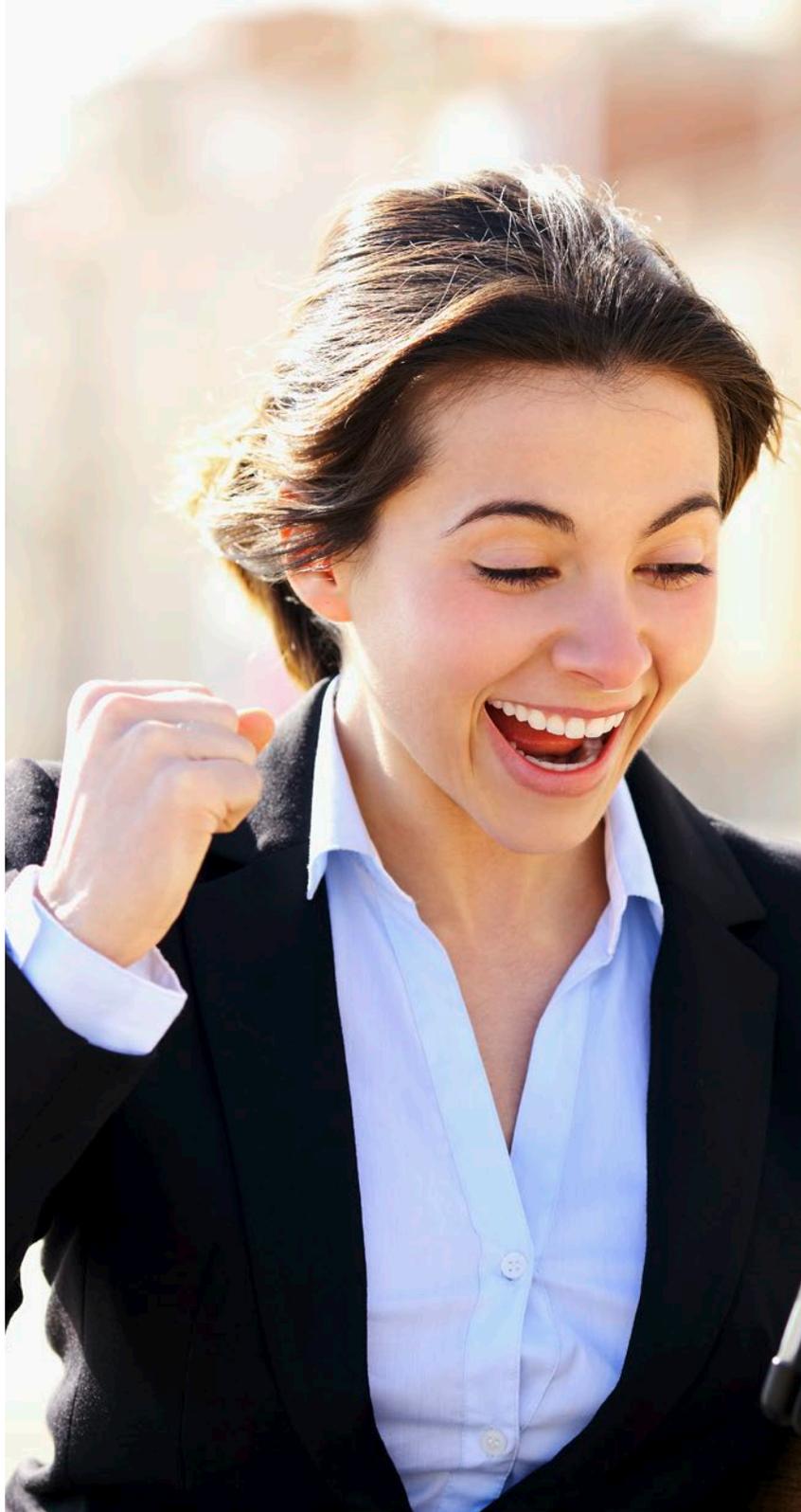
Introduction

Congratulations on your appointment as Chair of an ISO committee. The role of the Chair is an important role in the ISO technical community, as effective leadership on your part will be critical to your committee's success.

As Chair you are responsible for the overall management of the committee, including any sub-committees and working groups. You also play a direct role in the committee's day-to-day work, which will require you to think strategically, manage projects effectively, lead the committee in reaching consensus, inspire the experts on the committee, act in a purely international capacity and foster cooperation with relevant committees and partners.

There are many resources made available by the ISO Central Secretariat (ISO/CS) to assist you in performing your duties as Chair. This toolkit is designed to help you get started in your new role and to bring together all of these resources in one place.

For any further assistance or questions, the **Technical Programme Manager (TPM)** for your committee is at your disposal at ISO/CS. You can find the name and contact email of your TPM listed under "ISO central Secretariat contact" on your committee page on ISO online: **www.iso.org/iso/ list_of_iso_technical_committees.htm**

If you are new to ISO, the following brochure may provide a nice introduction and general guidance on the work of ISO and the different roles in the technical community:

My ISO job: **www.iso.org/iso/my_iso_job.pdf**

1. The role of Chair

The committee Chair has the overall responsibility for the management of the committee, including subcommittees and working groups. Responsibilities of an ISO committee Chair include:

Lead meetings effectively and fairly

Directing delegates and experts towards consensus, making sure that all views receive equal treatment.

Act purely in an international capacity

A committee Chair is impartial and does not represent any one country.

Know and follow ISO procedures

Ensuring that the ISO/IEC Directives are followed and that policy and strategic decisions implemented by the ISO Technical Management Board (TMB) are implemented. Advising the TMB of important matters relating to the committee.

Know the subject, the sector and market needs

Thinking strategically to promote ISO's work in the sector.

Foster and value cooperation with other ISO and IEC committees and partners

Reaching out to and work cooperatively with other committees in the case of joint or related projects.

Develop and follow the committee's strategic business plan

Making sure the committee has an up-to-date business plan that is consistently implemented.

► For a complete list of responsibilities see **ISO/IEC Directives, Part 1, Subclause 1.8.2** and **Annex SQ of the Consolidated ISO Supplement** : *Selection criteria for the people leading the technical work*

Chair elect

Committees now have the option of selecting a replacement Chair one-year before the end of the term of the current Chair. The replacement Chair would have the role of **"Chair Elect",** allowing for a one-year overlap during which the incoming Chair can learn about the committee from the outgoing Chair before taking over the role. Read more here : **ISO/IEC Directives, Part 1, Subclause 1.8.**

2. Training

Each year, ISO/CS organizes training sessions for the staff of ISO members and professionals engaged in standards production activities.

Dates of training sessions can be found on ISO Connect: **connect. iso.org/display/standards/Training+and+resources**

Keep an eye out for ISO's **regional training events for Chairs and Convenors,** which focus on developing leadership skills. The training course for Chairs & Convenors can also be organized on national level and is available upon request to ISO member bodies. More information on the training course can be found in the publication *Chairs & Convenors Training course –Description and practical information*.

These training courses are advertised via email or circular letters, which are sent to Technical committee (TC)/Subcommittee (SC) Chairs and to ISO Member Bodies and Correspondent Members.

For further information, please contact **training@iso.org**.

3. ISO rules and procedures

3.1 The ISO/IEC Directives

The **ISO/IEC Directives** define the basic procedures to be followed in the development of International Standards and other publications. The **ISO/IEC Directives, Part 1 and Consolidated ISO Supplement**, in particular, will be your key point of reference for procedures related to committee work (see **www.iso.org/directives**)

ISO/IEC Directives, Part 1 and Consolidated ISO Supplement : Official procedures to be followed when developing and maintaining an International Standard and procedures specific to ISO.

ISO/IEC Directives, Part 2 : Principles for how to structure and draft documents intended to become International Standards, Technical Specifications or Publicly Available Specifications.

How to write standards : this document provides simple guidance on how to write clear, concise and user-friendly ISO International Standards and other publications. It should be used in conjunction with the **ISO/IEC Directives, Part 2**.

3.2 The ISO Code of Conduct

The ISO Code of Conduct is an obligation for those participating in ISO work – participants in ISO committees, working groups or consensus groups are asked to work to the principles in the *Code of Conduct* during all aspects of the technical work.

The ISO Technical Management Board has developed some suggestions for implementation of the *ISO Code of Conduct* : **www.iso. org/publication/PUB100397.html**.

3.3 The ISO Global Relevance Policy

The adoption of the WTO Technical Barriers to Trade Agreement (WTO/TBT), placed an obligation on ISO to ensure that the International Standards it publishes are globally relevant (for details see **https://tbtcode.iso.org/sites/wto-tbt/home.html**).

ISO committees should ascertain at the outset of a project whether:
- a globally relevant International Standard presenting one unique international solution in all of its provisions is feasible
- an International Standard is feasible that presents options in specific provisions to accommodate existing and legitimate market differences, where justified
- the preparation of a globally relevant International Standard is not feasible and work should not be undertaken in such circumstances

Additional practical guidance for committee leaders and delegates/experts may be found in the ISO/TMB's **Global Relevance Implementation Guidance document**.

3.4 Intellectual Property Rights/Copyright/ Trademarks

Intellectual Property Rights (IPR) Issues and other legal issues are addressed for TCs in the IPR section of **ISO Connect** (**https://connect. iso.org/display/ipr/Intellectual+Property**). Here you can find answers to questions related to:
- How to protect ISO's copyright in ISO standards.
- How to address copyright issues in relation with content of ISO standards. See also **Declaration on copyright and data protection for participants in ISO activities**

- ▶ How TCs are allowed to use the ISO short name "ISO" and the ISO logo. See also **ISO's name and logo policy**
- ▶ That trademarks, services or products of third parties in ISO standards should in principle be avoided and how to address these issues
- ▶ Which procedures need to be followed for patents in ISO standards. See also **ISO's patent policy resource area**

For further information, contact your TPM or write to **logo@iso.org**.

3.5 Competition law guidelines

ISO provides broad *Guidelines on competition law issues for all participants in the ISO standards development process*. Compliance with competition law in the standards-setting process is essential to ensure that markets operate efficiently and competitively, and that the ISO standards development process remains a platform of trust. Any questions regarding the guidelines can be directed to the member body or the Technical Programme Manager.

3.6 Policy on communication of committee work and Data Protection Policy

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 a **Policy** for such external communications.

ISO/CS has also 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.

This *Policy on communication of committee work* builds on ISO's data protection policies. All those participating in ISO standardization activities have rights and obligations related to data protection. These are reflected in the **Data Protection Policy** for ISO members and a **Declaration** to which all those involved in ISO standardization must agree. Any questions regarding the **Policy** or the **Declaration** can be directed to the ISO Data Protection Officer : **DataProtectionOfficer@iso.org**.

4. Project management

4.1 Time for change

In 2017, the TMB established a special Task force to focus on ways to improve ISO's efficiency and effectiveness in delivering high quality documents in a timely manner, thanks to better project management practices.

Project management is fundamental at ISO to ensure:

▸ Quality of ISO deliverables
▸ Resource efficiency (most participants in the ISO community have a full-time job which requires them to be efficient to find time for their ISO related work)
▸ Respect of stakeholder needs and market expectations in terms
▸ of timeliness and availability of the deliverable

4.2 Plan to succeed, hit your targets and work together

Key messages:
Watch this animated video summarizing the key messages and principles of project management for ISO committees. **go.iso.org/projectmanagement-keymessages**

Customized methodology:
The **Project Management Methodology** and **Roles and Responsibilities** brochures have been designed to provide you with practical advice and guidance for successful development of ISO documents.

More support, training, tips and tools available:
Stay tuned for updates on project management on our designated page on ISO/Connect: **go.iso.org/projectmanagement**. Here you will find many tips and tools.

4.3 ISO deliverables and development tracks

Knowing and understanding the **different requirements, stages and timelines** of ISO deliverables is essential for efficient project management.

All our deliverables :

There are different deliverables that can be developed by an ISO committee depending on the market need and maturity or the situation of the project (you may change deliverable in the course of the development)

▸ ISO Standards
▸ ISO/PAS Publicly Available Specifications
▸ ISO/TS Technical Specifications
▸ ISO/TR Technical Reports

For more information on ISO deliverables, see **www.iso.org/deliverables-all.html**

Our Standard Development Tracks (SDTs) :

The SDT is selected at the beginning of a project (new project or revision) and this requires a discussion with the proposer/project leader.

The target date planner (on page 15) shows the four main development tracks for project managing the development of an ISO standard : 18 months, 24 months, 36 months or 48 months.

For more information on SDTs and on how to select the appropriate SDT for your project, visit this page on ISO Connect : **https://connect.iso.org/x/cgCMCQ**

ISO online – support for standards development

This page on ISO's website contains information about, and links to, the resources needed for each stage in the standards development process : **www.iso.org/stages-and-resources-for-standards-development.html**

4.4 Tools and guidance

ISO forms and models

To complete some project management tasks, it is necessary to fill out and submit the correct form – for example, appointment of committee Chairs, proposals for new work, extension of project target dates, change in committee title/scope, etc.

ISO also provides models/templates for things such as : committee strategic business plans, a report of DIS voting, results of systematic review, cover page of a committee draft, and more. All forms and models are available at : **www.iso.org/forms**.
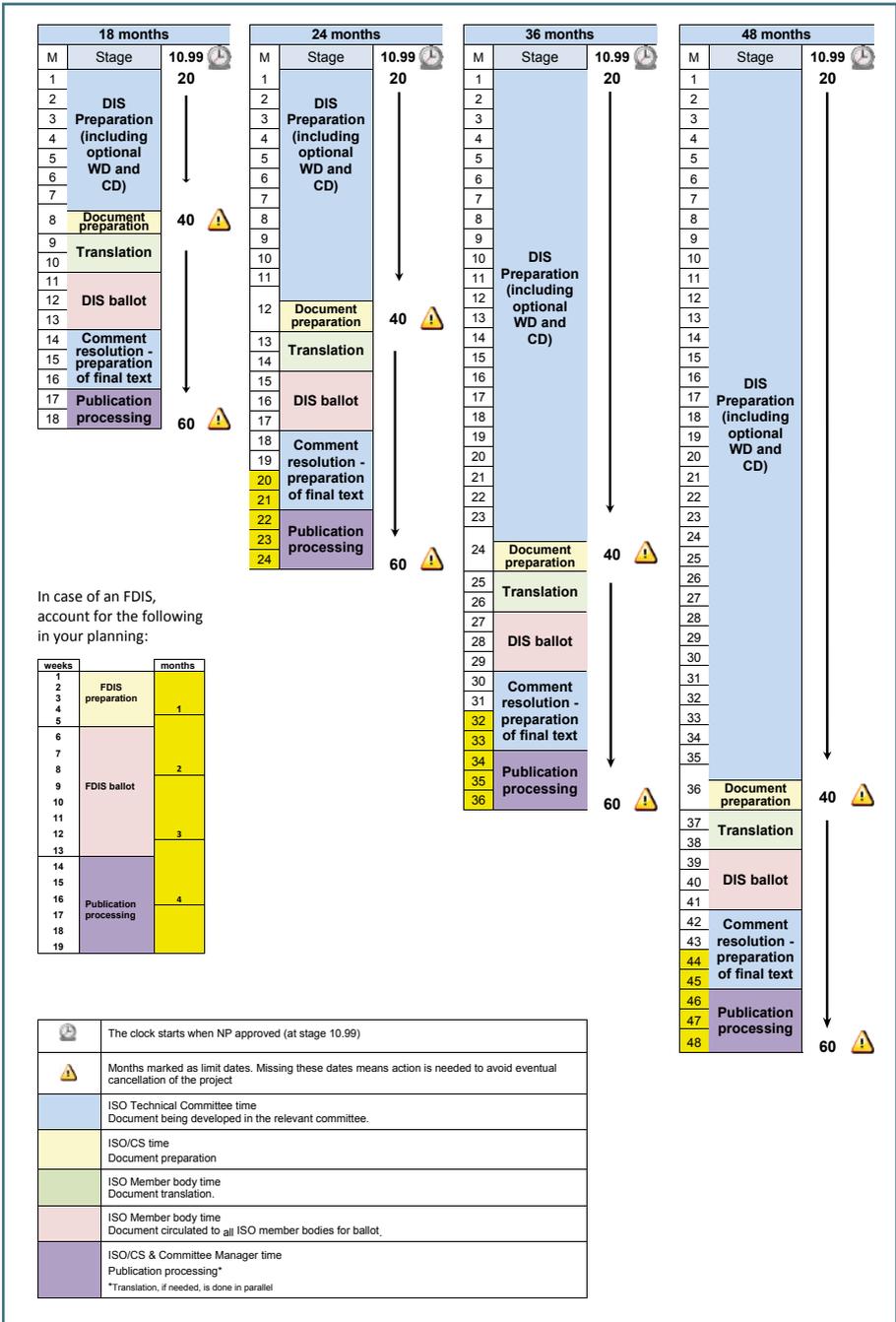
Figure 1: Target date planner (**NOTE:** relevant for non-Vienna Agreement documents)

![ISO logo]

TMB Communiqué

No. 59 – June 2018

Contents

Keeping up to date with changes to procedures, tools or services

From time to time, ISO/CS upgrades its tools or services related to the standards development process – these changes may affect your work processes. To be notified of these changes, subscribe to the *Changes to services* page on *ISO Connect* by choosing *Watch* from the Tools menu: **https://connect.iso.org/display/iso/Changes+to+ISO+Services** (access ISO Connect using your Global Directory username/password).

The **ISO/IEC Directives Part 1 and Consolidated ISO Supplement** are also updated every year – a new edition is released in May. Your ISO/CS Technical Programme Manager will keep you informed of relevant changes via your TC/SC Committee Manager, but also make sure you read the **TMB Communiqué**, a newsletter that is published after each TMB meeting and summarizes important news for the technical community. Published 3 times per year, it is sent to all Chairs, Committee Managers and Convenors, but can also be accessed here: **www.iso.org/tmb-communique**.

5. Participants in ISO's technical work

Chairs must know the rights and obligations of the different kinds of participants in ISO committee meetings (see **the Consolidated ISO Supplement, Subclause 1.7**).

5.1 ISO membership status

There are three member categories in ISO:
- **full members**
- **correspondent members**
- **subscriber members**

Each category of members has **different participation rights** in ISO committees. Only full members can actively participate in the development of international standards.*

For further information on ISO membership, refer to the *ISO membership manual* which can be downloaded from this page: **www.iso.org/iso/iso_members.htm**.

*NOTE: The New Rights Programme (Council resolution 03/2013, 22/2015 and 43/2019), allows correspondent and subscriber members to participate in a maximum of five committees with training and support from ISO.

5.2 Delegates vs experts

Members of ISO committees (P- and O-members) are delegates of national standards bodies (NSBs) – the members of a country's delegation are drawn from its national mirror committee and they represent the views of their *national members* on the international stage.

In contrast, members of working groups are experts who have been nominated by their national standards body and should be aware of their national point of view, but act in a *personal capacity*.

Working group level recommendations :   **one expert = one voice**

Committee level decisions :   **one country = one vote**

Participating members in committees (P-members)

Participating members have the *obligation* to contribute to meetings and to vote on all questions formally submitted for voting within the committee.

P-members receive automatic reminders to vote from ISO/CS while ballots are open. If a P-member fails to vote, they will receive a warning from ISO/CS and membership will be downgraded to O-member status, if no explanation is given (see **ISO/IEC Directives, Part 1, Subclauses 1.7.4 & 1.7.5**).

If a P-member is persistently inactive (it has failed to contribute to two successive meetings), it is the responsibility of the committee secretariat to notify ISO/CS, who then contacts the member. If there is no response and change in behaviour, the P-member will be downgraded to O-member.

Observing members in a committee (O-members)

Observing members follow the committee's work and receive all documents. They have the right to submit comments and to attend meetings, but not to vote in committee internal ballots.

Experts in working groups

Experts are appointed by the P-members of the parent committee (also by A- and C-liaisons) (see **ISO/IEC Directives, Part 1, Subclause 1.12**).

5.3 Liaisons

Liaisons exist between ISO TCs/SCs, between ISO and IEC TCs/SCs, and with other organizations at the TC/SC level (liaison categories A and B) and at the working group level (liaison category C). For more information on liaisons, see the **ISO/IEC Directives, Part 1, Subclauses 1.15-1.17**.

6. Meetings

6.1   The role of the Chair in ISO meetings

- ► Be impartial
- ► Be prepared for discussions of critical issues
- ► Make sure that all the countries are heard and that every view receives equal treatment
- ► Summarize conversations if needed
- ► Ensure agenda is followed & completed in time
- ► Help deal with any difficult situations that arise; diffuse tensions
- ► Remind English native speakers to speak clearly
- ► Set the example – ISO Code of Conduct

6.2   Hosting of meetings

Meetings may be hosted by:
- ► any ISO member (member body, correspondent member, subscriber member);
- ► for working group meetings only, any liaison member of the committee concerned.

For TC or SC meetings, **the ISO member in the country where the meeting will be held is considered the primary host and its pre-approval of the meeting details is required.**

For working group meetings, the ISO member in the country must be informed of the meeting before it is called.

A member body wishing to act as host for an ISO committee meeting must contact the TC/SC secretariat. See **Annex SF to the Consolidated ISO Supplement** for details.

6.3 Meeting organisation and management

The committee manager will take care of many practicalities, such as coordinating with the host on arrangements for the venue, organizing invitations, distributing documents etc.

However, it is the responsibility of the secretariat and the Chair to make sure that everything is organized and facilities are in place before the meeting starts. Therefore, **do not leave all the arrangements to the Secretary without checking – coordinate** to make sure that all needs are met and **check the meeting agenda** to make sure that it is properly scheduled, realistic, and covers all of the necessary topics. It is always a good idea to check the rooms and facilities a day before the meeting to make sure that everything is in order.

The Chair should **anticipate situations or problems** that might come up during the meeting and try to make sure that the necessary information is available/arrangements are made in order to make the meeting as effective as possible.

During the meeting, the Chair should circulate in meeting breaks so that he/she can talk informally with the different delegations.

All meetings are conducted in English by default (**ISO/IEC Directives, Part 1, Clause 4.3**).

E-meetings!

Remember – only call a physical meeting when it is necessary in order to discuss committee drafts or matters of substance that cannot be settled by other means.

ISO uses the **Zoom web/video conferencing service**. Participants to e-meetings don't need an account to participate.

For any questions about **ISO Zoom accounts**, please contact the ISO Web Conferencing team at **webconferencing@iso.org**

How to use **Zoom**: **https://connect.iso.org/display/it/Video+Conferencing**

7. ISO electronic applications (e-Services)

7.1 Access

ISO has developed a set of electronic applications to support the full standard development process. This set of applications can be accessed using the ISO electronic application portal: **https://login.iso.org**.

Note that the access to ISO electronic applications is limited and managed by the NSBs and ISO following established rules. Users must be therefore registered through their NSB in order to be issued a username and password.
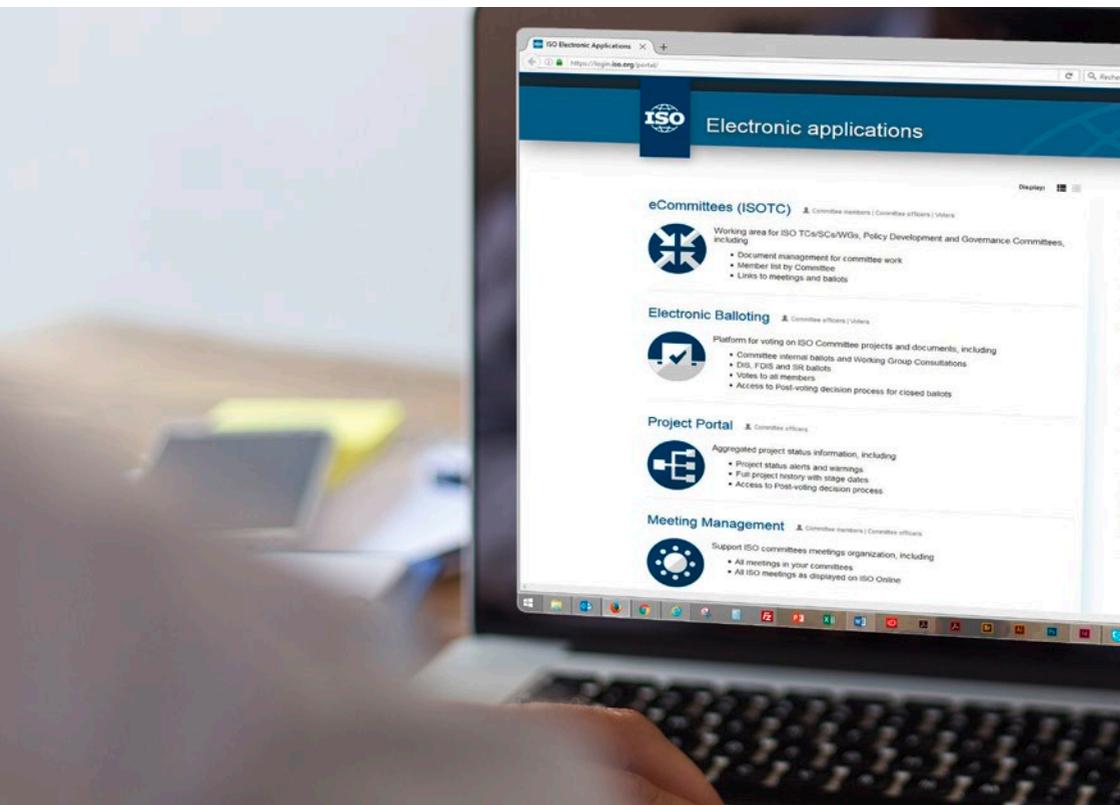
7.2   ISO eCommittees

The use of e-committees is mandatory for ISO committees (and for working groups).

ISO eCommittees provides Secretaries and Convenors with the tools to manage their committee work. It is a document management system allowing for the circulation of documents and drafts to all committee members. It also includes additional features, such as a member list, allowing you to follow-up the assignment of members, discussion forums, etc. As Chair of a committee you are granted read-only access to the documents of all SCs and working groups under your parent TC.
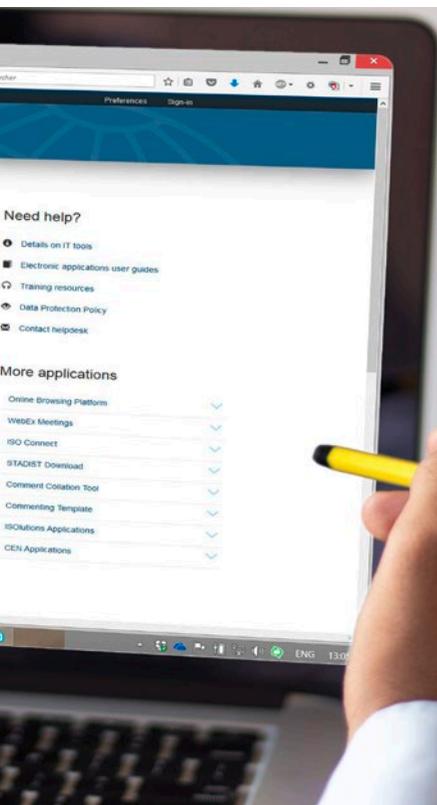
ISO eCommittees is integrated with other ISO electronic applications such as the Electronic Balloting application and the **ISO Meetings** (see below). This integration allows you to display information on upcoming meetings and ballots on your eCommittee homepage. ISO eCommittees can also be linked to National Mirror Committees platforms, facilitating consultation at the national level.

The use of e-committees is mandatory for ISO committees (and for working groups).
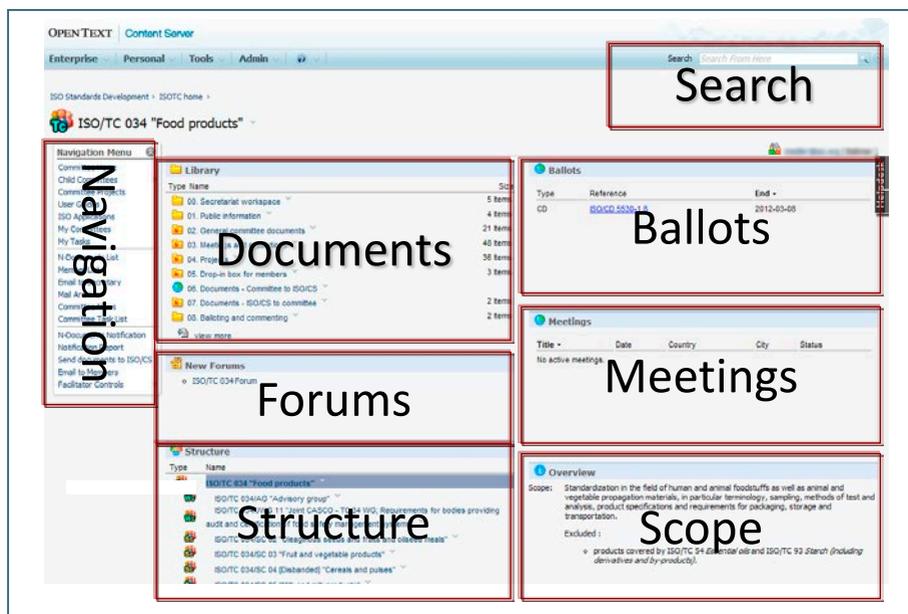
The user guide for eCommittees can be accessed here :
http://isotc.iso.org/livelink/livelink/open/8753204

Figure 2 : ISO eCommittees

7.3 ISO Projects

The ISO Projects gives detailed information about ISO projects, their history, status, and milestones. You can also view the overall work programme of any other committee.

ISO Projects improves many core functionalities and introduces some features such as:

- ▶ Improvement of portfolio monitoring with direct access to projects via a "My Projects" portfolio
- ▶ Integration of meeting dates in the project timeline to support planning, forecasting and better reporting
- ▶ The use of target dates, both for intermediate and mandatory stages with useful reminders
- ▶ Enhanced search experience, with the possibility to save frequently used search criteria
- ▶ Updates of the project timeframe: Setting and updating the project target dates allows you to monitor your programme
- ▶ Replacement of the STADIST download area; The documents are now available on the Project Detail screen directly, in the "Documents" card

Use the **"export function"** to download a spread sheet showing all of the details of your committee projects – this can be a useful document to have at committee meetings!

NOTE: The default filter for project stage is Active/Preliminary/Published. You can change the filter to another stage by using the " filter by " option.

User guides

User guides area available for all ISO electronic applications: **www.iso.org/e-guides**

You can also contact the ISO International Helpdesk at **helpdesk@iso.org** for help with any of ISO's electronic applications.

For any question regarding *your access to ISO electronic applications,* contact your National Standards Body.

7.4 Other electronic applications

E-balloting – voting platform supporting consensus feedback processes in ISO (e.g. votes on new work item proposals, Committee Drafts, Draft and Final Draft International Standards, etc.)

ISO Meetings – central access point to ISO meetings (organizers, participants, ISO/CS).

Zoom – Web conferencing service, offered free of charge to persons with specific roles within ISO committees (see **https://connect.iso. org/display/it/Eligibility+to+get+an+ISO+Web+Conferencing+ account**).

8. Other useful resources and links

Who to ask for help

Technical questions related to committee work or procedures	**your TPM at ISO/CS**

Questions related to :

- electronic applications **helpdesk@iso.org**
- DIS, FDIS, SR and WDRL votes **votes@iso.org**
- committees and meeting management **tcsupport@iso.org**
- the submission of projects **projects@iso.org**
- the development of ISO standards **standards@iso.org**
- the ISO/IEC Directives or Consolidated ISO Supplement **directives@iso.org**
- the Vienna Agreement **va@iso.org**
- copyright and trademarks **logo@iso.org**
- Zoom and video/web conferencing **webconferencing@iso.org**

Other useful sources of information

- The TMB Communiqué **www.iso.org/tmb-communique**
- ISO Connect **https://connect.iso.org/**
- Resource library **https://isotc.iso.org/livelink/ livelink/Open/15507012**

ISO Connect is for people working within the ISO system who want to know more about, or participate in, ISO's general activities. It provides news and high-level information about ISO initiatives excluding the technical work. Download the user guide here : **go.iso. org/isoconnectguide**.

The Resource library contains all information useful for our technical community. Here you can find guidance documents, brochures, tool-kits, etc. The library is organized by subjects and updated regularly.

Guidance on drafting of standards

▶ How to write standards

   www.iso.org/iso/how-to-write-standards.pdf

▶ ISO IEC Directives Part 2

   www.iso.org/directives

▶ Guidelines on text and graphics

   https://isotc.iso.org/livelink/livelink/open/18862226

Resources related to committee work and ISO procedures

▶ ISO forms (e.g., for new work item proposals, changes of committee title/scope, Chair nomination, extension of target dates, etc.)

   www.iso.org/forms

▶ Zoom

   https://connect.iso.org/display/it/Video+ Conferencing

▶ ISO Quick Guide to Zoom Meetings

   https://connect.iso.org/display/it/ISO+Web+ Conferencing+with+Zoom+-+Get+Started

Other key policies and guidance

▸ ISO Strategy 2016-2020
go.iso.org/strategy1620

▸ Vienna Agreement (Agreement on technical cooperation between ISO and CEN) and its implementation
www.iso.org/va

▸ ISO's Global relevance policy
www.iso.org/iso/global_relevance.pdf
and
www.iso.org/iso/key_messages_for_committee_leaders_and_participants.pdf

▸ Conformity assessment do's and don'ts
www.iso.org/publication/PUB100303.html

▸ Registration authorities, see Annex SN
https://www.iso.org/sites/directives/current/consolidated/index.xhtml#_idTextAnchor619

ISO online

▸ ISO online resources area
www.iso.org/iso/resources-for-technical-work.htm

▸ List of ISO technical committees
www.iso.org/iso/list_of_iso_technical_committees.htm

▸ Online browsing platform
www.iso.org/obp

About **ISO**

ISO (International Organization for Standardization) is an independent, non-governmental international organization with a membership of 164* 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 22 500* 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**.

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