



policy

**Project Management
Methodology**
in the ISO environment



Preamble

ISO/IEC Directives Part 1, clause D.2

A National Body to which a secretariat has been assigned shall recognize that, no matter what arrangements it makes in its country to provide the required services, it is the National Body itself that is ultimately responsible for the proper functioning of the secretariat.

Introduction

Project management helps to effectively use the resources of the voluntary experts committed to participate in standardization projects.

A challenge for the experts is time and money. By making sure that project development activities and meetings are planned and scheduled early in the process, planning of money and resources will be easier for the participants, and the commitment required of them will be clarified.

Project management is a tool which aims to support the overall objectives of standardization :

- the development of market relevant standards
- with high quality, valid technical content and
- which represent consensus of the participating stakeholders.

Finally, project management facilitates timely development of standards.

This methodology provides the framework for project management when developing ISO documents. This methodology is a customised approach from ISO 21500:2012, “Guidance on project management” which is the reference in terms of concepts and processes of project management that are important for, and have impact on, the performance of projects.

The target readership for this methodology is Committee Managers, to provide them with the necessary elements of project management culture. It aims to improve understanding of the principles and practice of project management. The methodology helps Committee Managers to undertake their responsibilities and to give appropriate support and guidance to their committees, Convenors, Working Groups (WG) and Project Leaders. Should there be a need to go further into the implementation of project management methodology for your committee or your project (for instance: risk management, lessons learned, WG team-building, etc.), or if you just want to learn more, you can find relevant solutions in ISO 21500.

1. Overview of the project management process applied to ISO standards development

The phases and project stages are in line with ISO 21500:2012.

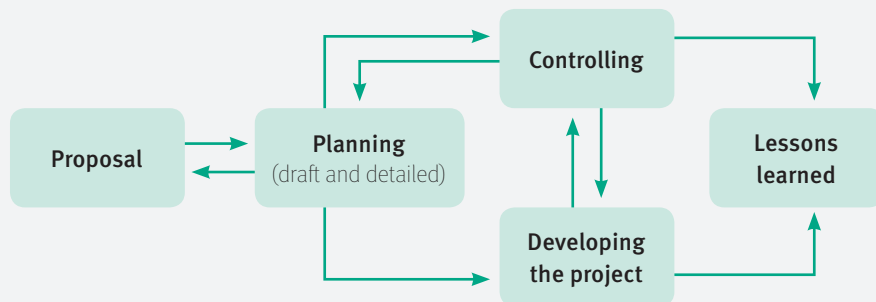


Figure 1 – Process groups interactions (Figure 5 [modified], ISO 21500:2012).



| | Stage | | | | | | | | | |
|-----------------------------------|---|---|-----------------------|------------------------|-------------|--------------------|----------------------|--------------------|----------------------|--|
| | NP | Drafting, DIS & preparation of final text | | | Pub. | Continuous process | | | | |
| Task | Proposal | Planning | | Developing the project | Controlling | Lessons learned | Portfolio management | Project management | Committee management | |
| | | Draft project plan | Detailed project plan | | | | | | | |
| Proposer | R | R | | | | | | | | |
| Committee Manager | C | C | R | | R | R | R | R | R | |
| Project Leader/Convenor; Chair | C | C | C | R | C | C | C | C | C | |
| Committee and/or WG ^{a)} | | | | C | | C | C | C | C | |
| ISO TPM | The ISO Technical Programme Manager (TPM) provides support and guidance at all stages and for each role and ensures the ISO/IEC Directives are followed | | | | | | | | | |

R = Responsible | C = Cooperation

Table 1 – Responsibilities matrix.

NOTE: **Cooperation** does not imply a secondary role nor passivity. For instance, the Project Leader has a key role to play in drafting a project plan due to her/his availability to deliver the draft. **Responsible** means triggering the activities, making sure the tasks are performed, organizing the inputs of the different roles.

a) depending on the development step and if the project is allocated to a WG or not.



2. Preparation of the proposal

The preparation of a proposal is the initiating step in the process of creating an International Standard. The need for a proposal may arise from the market need for a new project, or a revision of an existing standard.

The aim of the proposal is:

- to give an overview of the project
- to link the project to the strategic objectives of the committee
- to identify the project leader
- to identify the stakeholders
- to document the business needs
- to reach consensus within the committee on : project scope and expected deliverables ; the rough budget needed for the project (expected number of meetings if any, availability of experts, expected numbers of consultations of the project etc.); the expected publication date of the document based on market needs.

NOTE : Scope and deliverables, budget needed, and expected publication date of the documents are three interrelated constraints. See **Annex B** for further details on the interrelations.

A proposal/revision resolution together with a draft project plan (see **3.2**) serves as a basis for the approval of the project.

| | |
|------------------|--|
| Who | Proposer and Committee Manager (see Table 1) |
| What | Define the project (scope and deliverable, justification of the need, time frame, milestones, stakeholders and coordination aspects, etc.) |
| How | <ul style="list-style-type: none"> ▶ The proposer provides the Committee Manager with a draft proposal: scope, deliverable, justification of the need, stakeholders and coordination aspects, rough milestones (when is the draft and/or standard needed) ▶ The Committee Manager checks the content of the draft proposal ▶ The Committee Manager and the proposer prepare the final proposal for circulation within the committee (with the contribution of the Project Leader; Chair, WG Secretary/Convenor if available) ▶ The Committee Manager and the proposer perform a risk assessment to identify potential problems in advance (for example, see the check list in Annex C.2) from the discussion the Committee Manager proposes an appropriate development track (based on market needs), key milestones and the proposed date of the first meeting (and the number of anticipated face-to-face meetings) |
| When | Prior circulation of the NP within the committee |
| Result | Form4 ¹⁾ or a revision resolution |
| Reference | <ul style="list-style-type: none"> ▶ ISO/IEC Directives Part 1, 2.1.2, 2.1.6.1, 2.3.4 ▶ ISO 21500:2012, 4.3.2 |

Table 2 – Preparation of the proposal.

1) If necessary, an ad-hoc group of the committee can be established to review the proposal before submitting it for approval to the committee (see **ISO/IEC Directives Part 1**, clause 2.3.4).



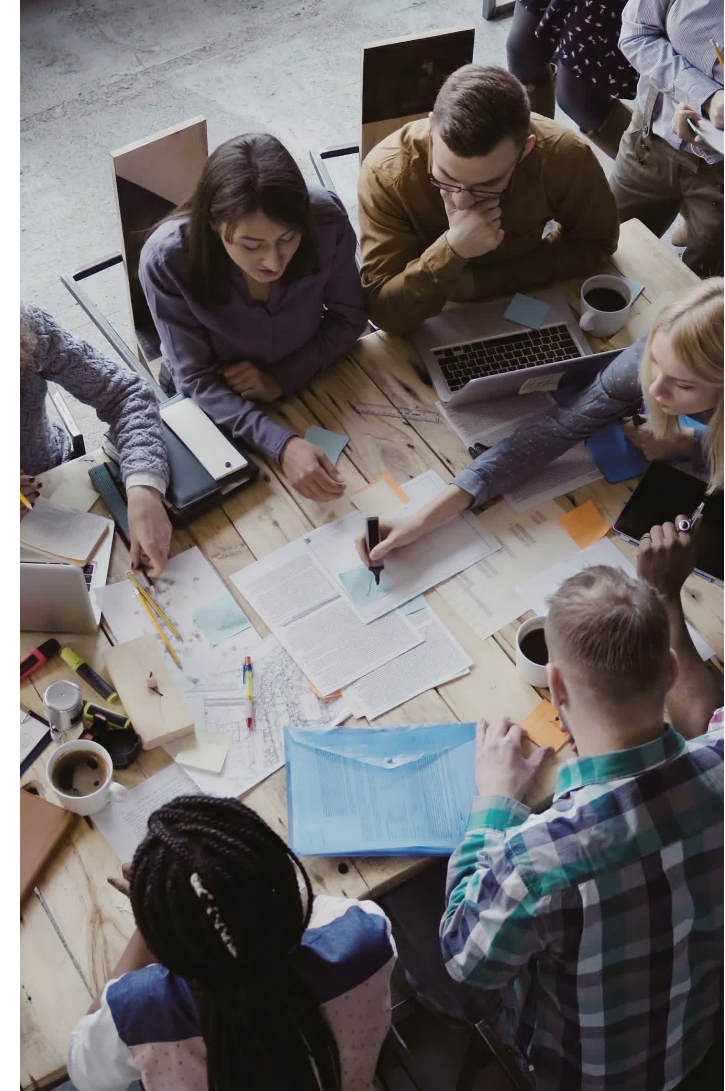
3. Planning of the project

3.1. General

Planning is a process to develop details of the development stages and related activities which will serve as a baseline for controlling the progress of the document and timely delivery. The planning process is important for the Committee Manager to have an overview of the project and its milestones and to anticipate the development of the project within the portfolio, according the priorities of the committee (Strategic Business Plan – SBP). The planning process is also important for the Convenor/Project Leader and the experts joining the work to identify when they will need to be available for the project (contribution, drafting, commenting, meeting, etc.). This enables anticipation

and better coordination with their day-to-day workload. It is also helpful for the national mirror committees to anticipate the need for national consultations and national meetings. The purpose of the project plan is to document the following :

- **WHAT** will be delivered (modified draft, resolution of comments, decision etc.)
- **HOW** it will be delivered (consultation period i.e. : CIB, DIS etc., meetings, etc.)
- **WHO** will provide it (Convenor, Project Leader, Committee Manager, experts, committee members, etc.)
- **WHEN** will it be provided (target and limit dates, consultation time, meeting dates, etc.)



A draft project plan is provided during the proposal stage and is later refined into a detailed project plan during the development stage. For a new project, the milestones set in the draft project plan could be substantially modified due to issues that were not predictable at NP stage.

The target dates of the project plan shall be documented in the ISO Projects application as soon as the project is approved and continuously updated during the development.

3.2. Developing a draft project plan

The draft project plan provides potential experts with the estimated workload during the project. This assists them to coordinate their other responsibilities and commitments. The acceptance of the draft project plan and therefore the commitment to the milestones is part of the NP ballot.

| | |
|------------------|---|
| Who | <ul style="list-style-type: none"> ▶ Committee Manager (responsible) (see Table 1) ▶ Project Leader (preparing and maintaining the plan with contribution from WG Secretary, if any) |
| What | <ul style="list-style-type: none"> ▶ Rough planning ▶ Define key milestones (WD and CD stages, DIS and expected publication), date for kick-off meeting, rough meeting schedule (YYYY-MM) ▶ Consider possible/obvious risks impacting the development of the project (see Annex C.1, typical risks and check-list) ▶ Get commitment from experts |
| How | <ul style="list-style-type: none"> ▶ With contribution from the proposer ▶ Set milestones in accordance with market needs and expectations as well as the ISO/IEC Directives ▶ Consider the workload of the committee, its priorities or strategic objectives (SBP), and the availability of the Project Leader and experts ▶ The Committee Manager and the Project Leader perform a risk assessment to identify potential problems in advance that would impact the development of the project (more or fewer WG meetings needed, optional steps to prepare DIS, etc.) Experience with similar projects or using the check list in Annex C.2, which can be the basis of a risk register, may be helpful ▶ Set a date for the kick-off meeting together with the proposer or proposed Project Leader ▶ Fix a rough meeting schedule (on monthly basis) and identifying the number of anticipated face-to-face meetings, together with proposer or proposed Project Leader ▶ State in the NP ballot/Form 4 that approval of the ballot means commitment to the proposed project plan |
| When | Prior to circulation of the NP within the committee |
| Result | <ul style="list-style-type: none"> ▶ Draft project plan ▶ Commitment of the experts to the draft project plan ▶ Comments from committee on the plan |
| Reference | <ul style="list-style-type: none"> ▶ ISO/IEC Directives Part 1, 2.1.6.1, 2.3.4 ▶ ISO 21500:2012, 4.3.3 |

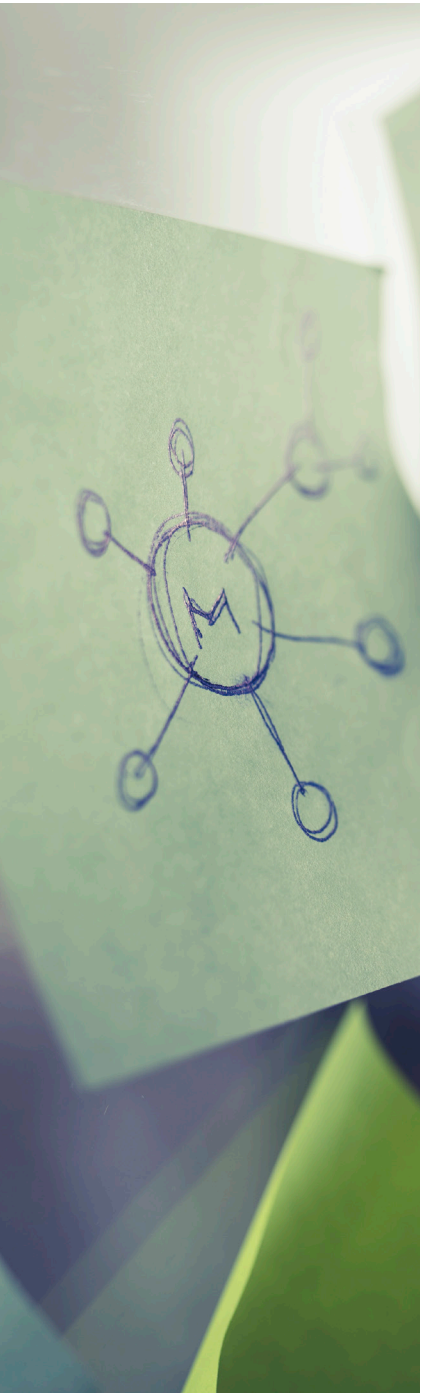
Table 3 – Developing a draft project plan.

3.3. Developing a detailed project plan

The detailed project plan is developed based on the draft project plan and comments received from the committee. The goal is to enhance the project plan with more detailed information. It serves as a tool to measure and manage progress during the development process.

| | |
|------------------|---|
| Who | <ul style="list-style-type: none"> ▶ Committee Manager (responsible) (see Table 1) ▶ Project Leader (preparing and maintaining the plan with contribution from WG Secretary, if any) |
| What | <ul style="list-style-type: none"> ▶ Detailed planning ▶ Refine the time frame: additional dates (meetings, circulation of drafts and meeting documents, WG internal reviews, Tasks and To-do's including deadlines, etc.) ▶ Keep record of responsibilities within the project/project team (e. g. responsibility for certain parts of the document) |
| How | <ul style="list-style-type: none"> ▶ Consider and update if necessary the anticipated potential problems (risk analysis) ▶ The key milestones defined in the draft project plan are reviewed and updated if necessary ▶ Consider the workload of the experts according to the active projects and their availability (e.g. workload from their jobs) ▶ Additional dates (meetings, circulation of working drafts and meeting documents, collection and circulation of comments, etc.) are agreed with the Project Leader (consultation with the WG if necessary) ▶ Key responsibilities within the WG/project team are agreed to ensure a straightforward work approach ▶ Review the project plan at WG meetings ▶ Changes to the plan or to the project may need approval from the committee depending on the nature of the change (See ISO/IEC Directives Part 1) |
| When | <ul style="list-style-type: none"> ▶ During the 1st WG meeting (it can be done by correspondence when the Committee Manager cannot join the 1st WG meeting) ▶ The project plan is a living document = updating the project plan is a continuous process throughout all development stages |
| Result | Detailed project plan registered in ISO Projects https://sd.iso.org/projects/ (see Annex A) |
| Reference | <ul style="list-style-type: none"> ▶ ISO/IEC Directives Part 1, 2.1.6, 2.3.4 ▶ ISO 21500:2012, 4.3.3 |

Table 4 – Developing a detailed project plan.



4. Development of the project

The aim is to perform the project management activities (update of the development plan, proactive controlling, etc.) at all stages of the project's development (WD and CD if any, DIS etc.) to support the progress of the project through the various ISO development stages and in accordance with the project plan. During the development stages, the resolutions agreeing on actions related to the project shall include target dates.

See here for additional resources on the development of projects: <https://www.iso.org/stages-and-resources-for-standards-development.html> and **Annex E** which provides good practices for improving effectiveness of working group meetings.

See **ISO/IEC Directives Part 1**, 2.4 to 2.7; see **ISO 21500:2012**, 4.3.4

5. Controlling

The aim is to ensure that the development of a project is continuously controlled according to the agreed project plan. Controlling may trigger preventive or corrective actions on a project (decision to skip a step because consensus is reached ahead of time, change a meeting date, etc.). Controlling is also to be considered from the portfolio perspective, see Clause 7. The frequency of the controlling has a strong impact on the quality of project management. The more frequent controlling is, the less likely it is that a project will drift too far from the agreed plan, as intervening actions will have been taken.



| | |
|------------------|--|
| Who | <ul style="list-style-type: none"> ▶ Committee Manager (responsible) and ▶ Project leader, Convenor and WG Secretary, if any, as contributors (see Table 1) |
| What | Continuously measure and control project progress against the project plan to ensure project development within the agreed time frame |
| How | <ul style="list-style-type: none"> ▶ The project plan serves as basis for the controlling process ▶ Continuous exchange between Committee Manager and Project Leader ▶ Project plan and target dates shall be kept under continuous review (e. g. at meetings or in the Secretariat report) and shall be updated³⁾ accordingly in ISO Projects application ▶ Take or initiate preventive and/or corrective actions after consultation with the Project Leader and the committee members if necessary (e. g. skip stages, change target dates – see Annex B and Annex C.1) ▶ Keep the overall workload of the committee in mind = frequently review the committee portfolio (see clause 7) |
| When | During the entire development time and frequently for the portfolio overview |
| Result | A high quality, relevant document is developed according to the project plan, plan updates (or change request to committee i.e. deliverable, scope, etc.) |
| Reference | <ul style="list-style-type: none"> ▶ ISO/IEC Directives Part 1, 2.1.6.2, 2.1.7, 2.1.9 ▶ ISO 21500:2012, 4.3.3, 4.3.6 |

Table 5 – Controlling.

³⁾ Target dates for the intermediate steps are updated by the Committee Manager in **ISO Projects** (see **Guidelines** to enter target dates in ISO Projects).

6. Lessons learned

This process, at the closure and potentially during the development, of the project, aims to help the Committee Manager, Convenors and Project Leaders to learn from experience.

The Committee Manager could trigger the identification of what has been successful in the project and what could have been improved. This would preferably be done with the Convenor and Project Leader, sharing the outcomes with the committee as good practice and finding solutions to avoid repeating issues when possible. Lessons learned are one of the major inputs for future projects especially for the planning stage.

See **Annex F** for example of lessons learned questions and findings; see **ISO 21500:2012**, 4.3.7 and 4.3.8.

7. Portfolio management

A project portfolio is a collection of projects and programs that are grouped and reviewed together to facilitate the effective management of that work. A typical portfolio is the full list of work items being developed by the committee.

Project portfolio management is the centralized management of this collection of projects, which includes prioritizing and controlling projects and other key aspects influencing the portfolio.

Portfolio management is necessary to assess the availability of resources to perform the work (Convenor, experts, WG, translation etc.): are the resources available to start the work as soon as the decision is taken (1st WG meeting within 12 weeks, 1st draft to be available in a near future, etc.)?



| | |
|------------------|--|
| Who | Committee Manager (see Table 1) |
| What | Continuously and frequently monitor, measure and control portfolio progress and status to support realistic planning (e. g. feasibility to start new projects) and to ensure project development within the agreed time frame |
| How | <ul style="list-style-type: none"> ▶ All active projects are reviewed in a single portfolio for a global overview – https://sd.iso.org/projects ▶ Continuous exchange between Committee Manager, Project Leader and the committee ▶ Portfolio shall be kept under continuous review to improve reactivity with early deviation identification ▶ Control the availability of resources, including Project Leader and experts, and take preventive and/or corrective actions after consultation with the Chair and Convenor in the framework of the Strategic Business Plan and approval by the committee if necessary (e. g. postpone the start of a project until the Project Leader is available, call for experts, new working group, new priorities) ▶ Triggers more detailed analysis and controlling of a project if necessary, proposing actions considering the interrelated constraints (see Annex B and Annex C.1) |
| When | During the proposal phase for any new project or revision, and at least once a month or more frequently depending on the situation of the portfolio (more frequently if necessary to avoid bottleneck issues) |
| Result | Realistic planning such as starting a project when resources are available (priorities) and better spreading the workload over time, reducing peak constraints; improved reactivity with the early identification of drifts in the plan or potential improvements; more efficient meetings when based on a conjunction of different projects that would require a meeting to progress. |
| Reference | <ul style="list-style-type: none"> ▶ ISO/IEC Directives Part 1, 2.1.2, 2.1.5 ▶ ISO 21500:2012, 3.5.3.2 |

Table 6 – Portfolio management.

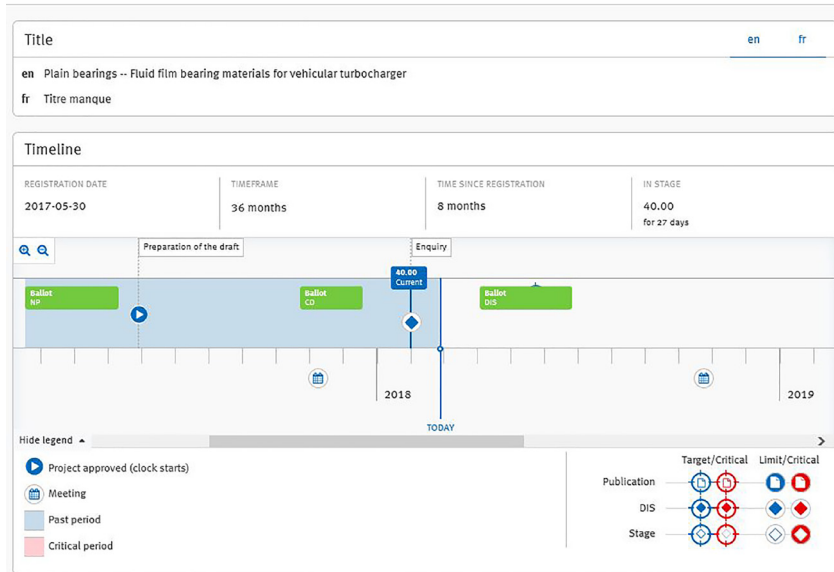
Portfolio management is helpful to provide an overview of all projects in the work programme :

- identifying potential deviations as early as possible in the development of projects
- identifying when a meeting would be the most efficient in terms of outcomes of technical discussions on projects (and coordinating activities when possible to reinforce the agenda of the planned meeting).

Annex A – Project Plan from ISO Projects application and communication example

Timeline and stage list including Committee Manager planned target dates on CD ballot and DIS submission :

ISO/DIS 22507 ed. 1 - id. 73358 ISO/TC123/SC7



| Stage | Version | Description | Target date | Limit date | Started | Status |
|-------|---------|--|-------------|------------|------------|---------|
| 10.00 | 1 | Proposal for new project registered | | | 2017-02-17 | CLOSED |
| 10.20 | 1 | New project ballot initiated | 2017-02-17 | | 2017-02-17 | CLOSED |
| 10.60 | 1 | Close of voting | 2017-05-12 | | 2017-05-14 | CLOSED |
| 10.99 | 1 | New project approved | | | 2017-05-30 | CLOSED |
| 30.00 | 1 | Committee draft (CD) registered | 2017-10-30 | | 2017-10-23 | CLOSED |
| 30.20 | 1 | CD study/ballot initiated | | | 2017-10-24 | CLOSED |
| 30.60 | 1 | Close of voting/comment period | | | 2017-12-21 | CLOSED |
| 30.99 | 1 | CD approved for registration as DIS | | | 2018-01-17 | CLOSED |
| 40.00 | 1 | DIS registered | 2018-05-17 | 2019-05-30 | 2018-02-01 | CURRENT |
| 40.20 | | DIS ballot initiated | 2018-04-05 | | | WAIT |
| 40.60 | | Close of voting | 2018-06-28 | | | WAIT |
| 50.00 | | Final text received or FDIS registered for formal approval | 2018-10-28 | | | WAIT |
| 60.60 | | International Standard published | 2019-05-15 | 2020-05-30 | | WAIT |



Example of project plan for developing a standard within 18 months :

2017-06-15 (project starting)

- NP approved or Resolution to revise ISO XXXX – Track 18 months (written in the resolution)

2017-06-15 to 2017-09-10

- WG prepares the draft project

2017-09-15 to 2017-11-15

- CD ballot

2017-11-15 to 2017-02-10

- WG prepares the DIS document

2018-02-15 (limit date)

- DIS submitted to ISO/CS

2018-07-15

- End of DIS

2018-07-15 to 2018-10-10

- Preparation of the document for publication

2018-10-15 (limit date)

- Submission to ISO/CS for publication

2018-12-15

- PUBLISHED!

NOTE: As usual WD and CD can be skipped (it can be stated in the resolution to revise) Simplified dates and keep in mind some days may be needed for preparation of document circulation or administrative work



Annex B – Interrelated constraints

Interrelated constraints – one influences the other and the balance between them can be part of a solution to publish a document :

1. Scope or Deliverable

Changing the kind of deliverable or changing the scope

- ▶ Going from an International Standard to a TS or PAS enables a document to be published as an interim solution, getting market feedback and allowing more time for the users to be ready to apply the document as IS. This may facilitate the acceptance of the current content of the document and could lead to further acceptance of the document as IS at later stage. (See **ISO/IEC Directives Part 1**, 2.1.6.2)
- ▶ Expanding the scope (the breadth and depth of coverage of the topic, inclusion of conformity tests, etc.) could make it more difficult to achieve consensus, with a potential impact both on the time taken for the development of a mature solution (increased duration) or on the budget (more discussion rounds, more meetings to reach agreement or follow-up of comments, etc.)

2. Budget

The number of rounds of discussions, comments, ballots and meetings needed, plus the availability of the Project Leader and the experts are also part of the budget.

- ▶ Reducing the budget would potentially impact the scope/deliverable (e.g. we need to develop this but we only have the option of two WG meetings within 12 months) or would take more time for development (e.g. we can support only three WG meetings a year and we anticipate six WG meetings so the DIS cannot be ready in 24 months)
- ▶ Increasing the budget could be based on intensity (e.g. there is a confirmed urgent need from the market, we will have four WG meetings during the year to have the DIS ready by x date)

3. Schedule

- ▶ If you reduce the scope or change the deliverable from IS to PAS, the document could be delivered in a shorter time (for instance a PAS needs one committee vote only to agree on publication).
- ▶ If you delay availability to the market, you may have a document with enhanced content but with an impact on the budget and at the cost of a document that may no longer be published in phase with the market needs.





Annex C – Risks

1. Typical risks encountered in ISO activities having impact on the development time

Project is forgotten with a dead period of no development.

What can be done ?

- Better controlling, better support and coaching provided to the Convenor (who often doesn't know much about ISO processes and can lose time wondering where to start or where to find the information) and above all, the Convenor usually has other employment responsibilities, with direct priorities that, in the context of low controlling from the Committee Manager and Chair, will make the ISO project the lowest priority amongst his/her tasks.
- Restart the project if the loss of time jeopardizes the quality of the document and its development (lack of technical discussion time, hurrying in the resolution of comments, etc.)

Difficulty reaching consensus, leading to more CD ballots, more meetings, etc.

What can be done ?

- Could be identified at the beginning (main stakeholders' positions, major regional regulatory

divergence, new techniques that not all market players can implement yet, etc.) and anticipated.

- If you identify such risks – major regional regulatory divergences, new techniques that not all market players can implement yet (possible conflict that standards are considered to specify the state of the art), make sure they don't jeopardize the proposal's acceptance

Fundamental change to the project such as expanded scope or new test method to be added, new DIS, more meetings to get approval for the new direction.

What can be done ?

- This can be proposed for a next edition or an amendment to let the main content of the document be published, thereby meeting the expectations of the users.
- Restarting the project is also a valid option if the change is considered so fundamental that the project may not be what was approved at the beginning.

Innovative technical development : more time could be needed for

validation of the solution by the stakeholders, to get used to the new technique.

What can be done ?

- Assess if the content has real benefits for the document and justifies delaying the delivery of the document to the users. Similarly, an amendment specific to the new technique can start in parallel.

Lack of reply and commitment from the Convenor, or health issues.

What can be done ?

- Support the Convenor if temporary unavailable for any reasons ; appoint a new Convenor in cases of lack of commitment.

Lack of coordination (a committee unwilling to inform potentially impacted committees and facing disapproval or many comments at DIS stage when the draft is circulated to all ISO members).

What can be done ?

- Reinforcing early communication during the preparation of the proposal, searching for engagement of other committees (including ISO/IEC) when it is identified this may impact others

2. Risk checklist example to support planning activities:

- Have you considered the availability of resources (see **ISO/IEC Directives Part 1, 2.2.3**)? (e.g. is the expected Project Leader able to start the project immediately after approval, is the expected WG able to handle this new project are all experts available or are some of them missing and critical before the project starts?)
- Have you planned for all possible steps? (Meeting dates if any, preparation of the draft after comments resolution, collecting and circulation of the comments and voting results, preparing the submission, preparing the ballot, etc.)
- Are the planned steps consistent with the requirement of the Directives?
- Max 12 weeks to have the 1st WG meeting after creation (**ISO/IEC Directives Part 1, 1.12.1**),
 - ▶ Not less than 6 weeks for document circulation before the meetings (**ISO/IEC Directives Part 1, Annex SK**),
 - ▶ DIS stage: 2 weeks ISO/CS preparation + 8 weeks translation by ISO members and 12 weeks ballot,
 - ▶ Final document for FDIS or publication required not later than 16 weeks after the DIS ended
- Are you ready to support the Project Leader, if needed, in controlling the project, to keep the momentum and to provide the Project Leader all the necessary information that may be needed (ISO processes, reminders etc.)?
- Have you communicated the planned project to a larger group than your committee (other impacted ISO or IEC committees, regional SDOs, etc.) to gather more stakeholders to join the project?
- Have you identified that diverging opinion or mistrust between stakeholders in the group could put the project at risk?
- Have you identified potential difficulties in reaching consensus? Are they manageable? Have you assessed with the support of the Chair, the proposer or Project Leader the complexity of the project to help you to define the duration of development? (E.g. STD18 for simple projects such as easy adoption of an existing document, small revisions on anticipated and agreed modifications, or by contrast SDT36, or even longer, for complex projects: joint groups and different stakeholders, potential reference to legislation, regional specificities etc.)

(ISO/IEC Directives Part 1, 2.6.6)
(12 weeks for SDT18),

For information: risk matrix of the projects that have taken the longest time for development (> than 58 months) after analysis for the TMB, in 2016.

Analysis of reasons for delays (projects taking over 58 months in development) Annex 1 to Agenda item 3.3, TMB February 2017

Bad project management practice

- ▶ Project timeframe inadequately defined > re-adjustments
- ▶ Unavailability to attend meetings / date clash for stakeholders or experts
- ▶ Lack of monitoring resulting in late submission of inputs / feedback from experts
- ▶ Lack of needs assessment
- ▶ Bad coordination of translation
- ▶ Additional deliverables not foreseen

Communication, Coordination issues

- ▶ Insufficient communication between TCs
- ▶ Controversy, mistrust, diverging opinions between stakeholders
- ▶ Coordination issues with CEN Lead
- ▶ Ineffective “mirror group” system to scrutinize drafts early in some countries

Resource issues

- ▶ Lack of available experts (stakeholders are busy with other occupations)
- ▶ Large turnover of experts
- ▶ Long transition periods for replacement of leadership
- ▶ Absence of project leader, secretary, chair (following illness, sudden departure, retirement, death)
- ▶ CEN consultants not available in 2014-2015

Technical issues

- ▶ Inaccuracy in databases > late submission of base texts
- ▶ Unexpected tests needed (e.g. round robin test, lab testing, inter-laboratory studies)
- ▶ Technical issues at CIB ballots
- ▶ Complexity of topic
- ▶ Substantial amount of comments to examine (DIS stage)
- ▶ Major change in scope of project

Leadership issues

- ▶ Difficulty reaching consensus
- ▶ Difficulty reaching out to PL

Editing issues

- ▶ Mathematical inputs requiring complex editing alignment with ISO Directives Part 2 etc.
- ▶ Lack of preparation of illustrations, resulting in delays of publication
- ▶ Poor quality of input, e.g. missing figures
- ▶ Errors caused by eXtyles process
- ▶ HTML format processing issues at ISO/CS level

Political/legal issues

- ▶ Embargos (e.g. TC 67)
- ▶ Wariness of stakeholders towards the impact of agreements (e.g. VA agreement)
- ▶ Rare cases of experts trying to “kill” or slow down a specific work item
- ▶ Visa, travel and financial restrictions
- ▶ Copyright issues

Annex D – Example resolution

Example of resolution to revise a document:

Resolution X/2017 – 2017-06-15

ISO/TC 43 decides to revise ISO 6926 based on the 1st draft available as doc.NXXX, using the 18 months standard development track, the scope remains unchanged. The Convenor, Dr. XXXX, will convene a 1st WG meeting by 2017-09-10. The Committee Manager will then organize the CD stage by 2017-09-15 (8 weeks) enabling the Convenor to finalize the project for the DIS stage by 2018-02-10 (8 months max after the project approval).

Annex E – Improving effectiveness of working group meetings

Major progress on draft standards is often made during WG 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:

- Prepare an agenda that precisely indicates the documents to be discussed and the expected outcome.
- 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.
- Resume and analyze the list of actions decided during the previous meeting.
- 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 must focus on the main technical items.

During the meeting:

- Do not re-open the discussion on a decision already taken by the WG at working draft stage but wait for comments from that NSB at the next stage to re-open the discussion.
- Do not allow never-ending debates.
- During the meeting, write a precise action list that identifies the responsible person and a target date.
- Define the next steps on each draft standard for the next two meetings.
- Do not begin a draft standard without having solved the main controversial items. Otherwise discussions will be re-opened at every meeting.
- Before leaving the meeting, have a clear view of the conclusions of the meeting.



Between two meetings:

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

Change of Convenor/Secretary:

- Ensure continuity of work (notably via regular uploading of WG documents on Livelink).

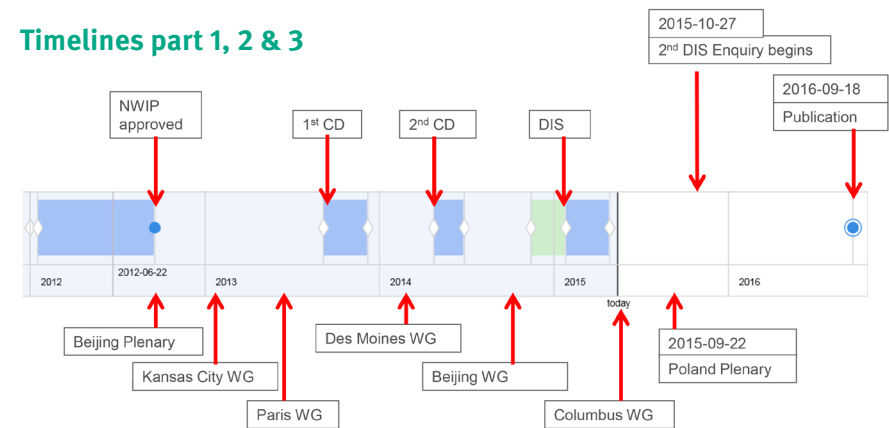


Annex F – Example of lessons learned

Practices at the closure of the project (publication); lessons learned can be gathered during the entire life cycle of the project.

The idea is simply to learn from experience, implement best practices, improve when possible, and avoid repeating situations when they negatively impact the success of the project.

Timelines part 1, 2 & 3



What went well?

For instance, efficient WG meeting schedule:

- Soon after Beijing WG meeting, the DIS was finalized and submitted to ISO/CS
- Soon after the DIS has ended, a new WG meeting in Columbus
- How can we reinforce the practice of coordinating meetings with the progress of the project? Share those examples to the other WG Convenors, keep in mind the duration of the different steps, including the 6 week document circulation ahead of meetings, to enable national preparation, etc.

What can be improved?

For instance, the starting date of the project in accordance with the availability of the resources (experts and Project Leaders)

- 1st WG meeting 6 months after the NP is approved when the requirement is 12 weeks maximum
- One solution is to anticipate and have an agreement on the real start of the project – when the work really begins (often the 1st WG meeting) and have the project approved around that date.

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ISO (International Organization for Standardization) is an independent, non-governmental organization with a membership of 162* national standards bodies.

Through its members, ISO brings together experts to share knowledge and develop voluntary, consensus-based, market-relevant International Standards that support innovation and provide solutions to global challenges.

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