BoD 497

2006 ANSI Framework for Action

1   GOVERNANCE

Goal: *To maintain a governance structure that provides for broad participation in the development of policy positions and a more cohesive, inclusive and efficient decision-making process.*

The ANSI governance structure recognizes the importance of distinguishing, in terms of governance, among:

- Establishing strategic direction for the federation which is best addressed by a broad-based representative body
- Providing organizational oversight for the Institute which should be managed by a smaller group
- Formulating federation policies and positions, which benefit from the widest possible input

In terms of membership involvement, the ANSI governance structure recognizes the difference in having access to meaningful information, having the ability to participate in the development of a policy position, and having the authority to vote on a final decision. Within ANSI, all members have access to meaningful information. All interested members have an opportunity to participate in the policy development processes by providing input at a specified point of contact on a particular issue – where the governance body with the decision-making authority is clearly delineated. Issues are deliberated in a single or minimum number of forums within ANSI where representatives from all constituent groups may participate and a cross-pollination of ideas can occur.

Objectives and Strategies

1.1   Continue to seek broad participation in the development of policy positions for more cohesive, inclusive and efficient processes.

1.1.1   Pursue opportunities to attract and engage new sectors in governance activities of the Institute.

1.1.2   Identify candidates for future leadership positions.

1.2   Implement the tactical initiatives of the U.S. Standards Strategy that are specific to ANSI

1.2.1   Provide a full orientation for the new President and CEO

1.2.2   Ensure that ANSI Framework for Action remains aligned with USSS

1.2.3   Lead communication and promotion efforts related to the introduction and implementation of the USSS

1.2.4   Work with the ANSI Federation to develop an action plan for implementing the key action items identified in the USSS.

1.2.5   Develop a reporting mechanism to track and report on progress related to USSS initiatives

1.3   Support new Intellectual Property Rights Policy Committee that will serve as a broad-based policy group to address national, regional and international intellectual property matters, including the global trade aspects of such matters.

2 INTERNATIONAL

Goal: *To enhance global competitiveness of U.S. business, to advance U.S. influence in all relevant national, regional, and international bodies, and to work to meet the needs of and responsibilities to global society.*

The global standardization system is addressing issues such as the expansion of world trade and rapid changes in technology and communications, as well as new challenges in security, safety, health, consumer issues and protection of the environment. Standards processes that are consensus-based, open, balanced, transparent, flexible and timely help to ensure that standards are globally relevant (i.e., are globally acceptable and usable and do not reflect specific regional/national technical or political approaches or agendas) and meet societal needs related to security, safety, health, and the environment.

Objectives and Strategies

2.1 Encourage international adoption of sector-supported standards or new work item proposals to facilitate trade in goods and delivery of services in the manner preferred by the business sectors involved.

2.1.1 Promote the sector approach and establish policies and procedures in international and regional organizations that effectively provide flexibility and meet the needs of different sectors.

2.1.2 Promote the multiple path concept that globally relevant international standards may result from any number of organizations and are not limited to those developed by ISO and IEC.

2.1.3 Promote global relevance to realize international standards that can be used or implemented worldwide, without preference to any one region or country.

2.1.4 Improve processes for identifying and justifying new standardization activities.

2.2 Actively promote the consistent worldwide application of internationally recognized principles in the development of standards.

2.2.1 Develop and provide effective input to the strategic planning efforts of international and regional standards organizations.

2.2.2 Develop strategic relationships with China to foster closer cooperation on standardization strategies, issues and concerns in areas of mutual interest.

2.2.3 Realization of patent and intellectual property rights (IPR) policies in international and regional standards bodies that reflect U.S. interests.

2.2.4 Conduct effective outreach to relevant national, regional and international entities.

2.3 Promote continuous improvement in the efficiency and cost effectiveness of international standards development.

2.3.1 Advocate that IEC, ISO and ITU-T leaders and management aggressively pursue every opportunity for cooperative, more efficient and cost saving program initiatives.

2.3.2 Promote appropriate IT tools to enhance participation at national, regional and international levels.

2.4   Encourage participation and stakeholder diversity in national, regional and international standards and conformity assessment activities.

2.4.1   Advocate policy changes to enhance the credibility and market relevance of international standards.

2.4.2   Advocate increased diversity among the membership of international and regional organizations and on ANSI and USNC delegations

2.5   Provide "best-in-class" leadership at policy and technical levels in international and regional organizations.

2.5.1   Identify U.S. persons as candidates for key officer positions.

2.5.2   Develop guidance and training for effective U.S. leaders, delegates and experts to international and regional standards organizations.

2.5.3   Develop a mechanism to monitor and report availability of TC/SC management positions and encourage US/TAGs to develop succession plans for moving US individuals into such positions.

2.5.4   Enhance U.S. prominence and good will in international and regional standardization organizations by hosting cost efficient meetings.

2.5.5   Meet directly with ISO and IEC officers annually

2.5.6   Utilize the positions of the ANSI and USNC representatives on the ISO and IEC governance groups to network and work cooperatively with counterparts from other countries

2.5.7   Select/support preferential candidates from other countries for leadership and/or membership on ISO and IEC governance groups.

2.6   Develop and maintain cooperative, collaborative and credible partnerships with organizations related to international commerce and public interest.

2.6.1   Effectively engage US government representatives on ANSI delegations.

2.6.2   Monitor activities of United Nations Economic Commission for Europe, Organization for Economic Cooperation and Development and similar groups to identify key initiatives and coordinate on U.S. input to them.

2.6.3   Work with the Organization of American States, International Development Bank and similar institutions to identify common goals.

2.6.4   Work with relevant organizations to seek possible funding for key initiatives.

2.6.5   Work with US Government agencies on specific international or regional issues.

2.6.6   Support the US Government and the private sector on trade-related matters as needed.

2.6.7   Effectively engage US Trade Representative in ANSI and USNC governance groups.

2.6.8   Participate in business coalitions organized for particular Free Trade Agreements.

2.7   Support and mentor developing nations in sectors key to their national economy.

2.7.1   Support national standards bodies in developing their capabilities to participate more effectively.

2.7.2   Participate in partnering or twinning arrangements with fellow national standards bodies based on their needs.

2.8   Establish effective communications processes and educational programs for international and regional programs.

2.8.1   Participate in conferences and workshops that provide opportunities to disseminate messages, strategies, tactics and positions.

2.8.2   Provide training that will enhance overall effectiveness.

2.8.3   Develop and provide new and creative information resources to support more informed and effective participation.

2.9   Support effective US performance in international technical activities

2.9.1   Ensure effective "best in class" administration of ANSI in-house administered ISO and JTC 1 Secretariats

2.9.2   Establish a new funding model for all ANSI in-house administered Secretariats which will ensure some ROI for ANSI and which will attract new opportunities.

2.9.3   Facilitate, on behalf of U.S. interests, the introduction of new projects and/or fields of technical activity within ISO, IEC and any regional bodies where ANSI is a member.

2.9.4   Work in consultation with US/TAGs and US held secretariats to provide outreach, guidance and solutions on ISO and IEC procedural and policy issues affecting U.S. interests participating in ISO and IEC technical activities.

2.9.5   Develop and implement follow-up procedures related to the ANSI-Accredited US TAG to ISO Compliance Form and Annual Reporting Processes

3   DOMESTIC

Goal: *To provide access to standards processes to meet market needs, facilitate participation in the processes, coordinate and provide the forum to address diverse member interests, and advocate positions on behalf of member interests.*

Promoting and facilitating the voluntary consensus standards system is a main element of ANSI's mission. Our ability to support the needs of all ANSI member segments in this regard is critical to ANSI's continued success. ANSI will continue to promote cohesion among participants in the voluntary standards community, to increase the awareness and importance of American National Standards, and to provide timely and relevant services that meet the needs of our members and the general public.

Objectives and Strategies

3.1   Facilitate a voluntary consensus standards process that is responsive to societal and market needs.

3.1.1   Ensure that responsive and efficient procedures govern the American National Standards process.

3.1.2   Implement, as appropriate, actions consistent with the NPC Halo Effect Ad Hoc Group recommendations to clarify the value of an ANS and educate interested parties and the public on the difference between "accreditation" of a standards developer and "approval" of a standard as an ANS.

3.2   Broaden the U.S. standards "umbrella" to include all those organizations that are contributing to the standards system.

3.2.1   Implement, as appropriate, the NPC Consortia Ad Hoc Group recommendations to establish improved communications and cooperation with consortia groups.

3.3   Monitor major legal developments related to standardization.

3.3.1   Communicate, in timely manner, recent legal developments related to (a) negligence/tort liability, (b) copyright issues, (c) general antitrust issues and (d) issues relating to the inclusion of proprietary intellectual property in standards to the ANSI SDO Legal Issues Forum.

3.3.2   Support the Copyright Ad Hoc Group, a standing committee of the new Intellectual Property Rights Committee, in its effort to delineate and to review issues relating to the assertion of copyright in standards and to develop relevant strategic recommendations (a) to assist standards bodies and participants in arriving at a common understanding of these issues and addressing them in a constructive manner, (b) to formulate ANSI's actions and policy positions vis-à-vis the government and (c) to provide guidance to the relevant ANSI governance bodies.

3.3.3   Monitor cases and actions of Copyright Office, and continue to educate Congressional staff on importance of copyright protection for standards referenced into law.

3.3.4   Implement remaining recommendations of Legal Issue Ad Hoc related to liability and copyright issues.

3.4   Establish standards panels as appropriate to respond to emerging national priority areas where standards coordination and facilitation is needed.

3.4.1   Continue to progress the work of the Homeland Security Standards Panel (HSSP).

3.4.2   Reconsider the roles of the ANSI-NSP and ANSI-NSP SC in light of the formation of the ANSI-Accredited US TAG to ISO TC 229 Nanotechnologies.

3.4.3   Manage the Department of Health and Human Services ONCHIT 1 contract related to the Standards Harmonization Process for Health Information Technology

4   CONFORMITY ASSESSMENT

Goal: *To define ANSI's strategic conformity assessment objectives in accordance with member needs and facilitate their implementation.*

During development of the National Standards Strategy, it was agreed that the subject of conformity assessment would be addressed separately. Conformity assessment is an important aspect of ANSI's work, and thus, in September 2002, the ANSI Board approved the National Conformity Assessment Principles (NCAP), a document that combines principles, activities and definitions in a manner that describes conformity assessment expectations for the United States.

ANSI continues to encourage sufficient and effective volunteer leadership to serve on conformity assessment governance bodies, in order to provide leadership for U.S. views on conformity assessment, as well as to provide strategic direction, oversight and support to our accreditation programs. On the international front, ANSI continues to support its international conformity assessment objectives as the U.S. representative on the ISO Conformity Assessment Committee (CASCO).

Objectives and Strategies

4.1   Identify those aspects of conformity assessment on which to focus, and define objectives for those activities through the Conformity Assessment Policy Committee (CAPC).

4.1.1   Develop feasibility study for accreditation program expansion (e.g., Inspection Bodies).

4.1.2   Identify industry sectors on which to focus marketing of accreditation services.

4.2   Provide strategic direction and leadership for U.S. views on conformity assessment to the various fora where ANSI is represented.

4.2.1   Encourage sufficient and effective ANSI volunteer leadership to serve on the International Conformity Assessment Committee (ICAC), the Accreditation Committee (ACC), the Conference for Food Protection Accreditation Committee (ACAC), the Personnel Certification Accreditation Committee (PCAC), the ANSI-ASQ National Accreditation Board (ANAB) Board of Directors, and related groups.

4.2.2   Identify and conduct educational initiatives that demonstrate ANSI leadership, support international accreditation and enhance quality of certification programs.

4.2.3   Advocate ANSI agenda at the Pacific Accreditation Cooperation (PAC), Inter-American Accreditation Cooperation (IAAC) and International Accreditation Forum (IAF)

4.3   Provide best-in-class accreditation programs that effectively serve the needs of specifiers and are accepted through recognition programs where necessary.

4.3.1   Continue to enhance the ISO 17024 accreditation program, and expand to attract at least 10 new certification bodies.

4.3.2   Expand Guide 65 accreditation to attract at least 4 new product certification bodies.

4.3.3   Implement accreditation program operational efficiencies via enhancement of online process-tracking and record-management tools, identification of efficiencies for multi-accreditation customers, and harmonization of both.

4.3.4   Implement and comply with ISO/IEC 17011 accreditation body requirements.

4.3.5   Identify projects in the Interamerican Development Bank - Multilateral Investment Funds (IADB-MIF) program in which ANSI can provide technical assistance.

4.4   Strengthen relationships with U.S. government agencies to recognize private sector led conformity assessments for both foreign and domestic regulatory needs.

4.4.1   Enhance recognition of ANSI's accreditation services by attracting government certification programs to ANSI accreditation, identifying government funding opportunities for ANSI programs, and increasing collaboration with selected agencies.

4.4.2   Be responsive to DHS needs for Conformity Assessment support.

4.4.3   Maintain and expand NIST-NVCASE recognition related to TCB programs

5   GOVERNMENT RELATIONS

Goal: *The ANSI mission is to enhance both the global competitiveness of U.S. business and the U.S. quality of life. While there are many different federal government agencies, each with a specific mission, the overall role of government is to address the general needs of our society. In this regard, there is great synergy between ANSI and the public sector in that our respective missions share a common goal: we represent U.S. interests.*

ANSI has a number of valuable offers to make to the many different U.S. government agencies involved in different aspects of international trade, foreign aid and international development efforts. To be a useful partner, ANSI needs to continue to seek out those agencies with common objectives, to find ways to partner with them, and to offer our services and products to them.

To accomplish this, the Institute must respond to the government's need for regulatory, health and safety and procurement documents by facilitating government use of voluntary consensus standards produced by ANSI members.

We need to continue to foster federal use of, and participation in, standards activities, while we look for new opportunities to leverage our success at the federal level to attract new participation at the local and state levels.

Objectives, Strategies and Tactics

5.1   Cultivate existing relationships between ANSI and government entities, and create new ones, especially at the state and local levels, to advance U.S. standards and conformity assessment objectives.

5.1.1   Position ANSI as a valued partner in advancing U.S. interests and reducing non-tariff barriers to trade.

5.1.2   Expand working relationships with staff of House and Senate committees, with a focus on staff from critical committees such as Appropriations, Judiciary, Science and Ways and Means/ Budget.

5.1.3   Increase relationships with Congressional support agencies, such as the Government Accountability Office and the Congressional Research Service, to deliver a message about the importance of standards and conformity assessment.

5.1.4   Work to secure increased funding from grants, government contracts and/or foundations to provide increased support for ANSI's international and domestic activities.

5.1.5   Position ANSI as a provider of online information on standards, available to Congressional, state legislative and local government officials.

5.1.6   Work to increase the visibility and recognition of ANSI as coordinator of the U.S. voluntary standards system, and educate on benefits and challenges to the system.

5.2   Encourage increased participation of government personnel in voluntary consensus standards development and conformity assessment activities, and increase the use by government entities of private sector standards and conformity assessment systems.

5.2.1   Maintain / increase government membership in ANSI.

5.2.2   Work in partnership with ANSI-accredited standards developers (ASDs) to familiarize agencies at federal, state and local level of the willingness and ability of ASDs to provide or develop voluntary consensus standards that meet their needs.

5.2.3   Develop information aimed at federal government officials describing the benefits of using private sector product and personnel certification programs, accredited by ANSI.

5.2.4   On request, and where appropriate, assist company or organizational members in targeted efforts to promote state use of standards and participation in voluntary consensus standards activities.

5.2.5   Provide state and local government bodies with information about ANSI, the role of voluntary consensus standards, and the value of the American National Standards approval process.

5.3   Take an active role to ensure that the Department of Homeland Security is aware of the resources available within the standards community to assist government agencies in achieving security objectives, at both the federal and local levels.

5.3.1   Ensure the ANSI HSSP is responsive to priority needs identified by the Department of Homeland Security while expanding the scope of its activities to address the broader homeland security and conformity assessment needs of other federal agencies, local governments, and industry.

5.3.2   Leverage emerging interest in standards for homeland security to educate staff at the Congressional and state legislative level, establishing ANSI as a primary resource for standards and information about standards.

6   MEMBERSHIP

Goal: *To retain and increase ANSI's membership base.*

Support and buy-in from a broad-based membership is key to ANSI's ability to successfully implement the strategic and tactical initiatives of the NSS. Given ANSI's role in promoting and facilitating the U.S. voluntary standardization and conformity assessment systems, and its role as U.S. representative in international and regional standardization and conformity assessment activities, it is critically important that ANSI maintain a broad membership base, representative of a diverse set of industry sectors and interest groups. Therefore, membership growth, membership retention and member satisfaction are key elements to ANSI's success in 2006.

Objectives and Strategies

6.1   Establish a 90% retention rate for all member categories in 2006

6.1.1   Facilitate discussions with ANSI members and management staff to explore new programs, products and services that enhance the value of membership.

6.2   Grow Company membership by 10% in 2006; with the goal of a 30% increase overall by the end of 2008

6.2.1   Develop a new vertical marketing approach to recruit new members in various industry sectors.

6.2.2   Research a vertical market and monitor emerging issues and/or trends that require standardization.

6.3   Increase total member count in other stakeholder categories by at least 10% by the end of 2008.

6.3.1   Encourage ANSI staff to identify membership prospects that are actively engaged in other ANSI programs and collaborate to recruit those prospects.

6.3.2   Develop a new membership category to recruit Consortia groups as ANSI Members.

6.3.3   Develop a recruitment plan for SDOs that are not current ANSI members.

6.3.4   Develop a plan to increase awareness of ANSI to state and local governments.

6.3.5   Execute existing partnership agreements with trade/professional associations and government agencies.

7 EDUCATION AND TRAINING

Goal*: To develop and present education and training programs to increase the awareness of standards, and to help companies and organizations effectively participate in national, regional and international voluntary consensus standardization activities.*

In support of the NSS strategic initiative to educate public and private sector decision-makers about the value of standards and how to take advantage of the process, a key focus will be the enhancement of ANSI's training and education activities to grow participation.

Objectives and Strategies

7.1   Support ANSI initiatives and functional areas through the development and delivery of educational content and resources that enhance the awareness of standards and conformity assessment activities by members and the general public.

7.1.1   Develop and maintain publicly available (i.e., free) educational content for delivery via the Internet (e.g., www.StandardsLearn.org).

7.1.2   Develop theme-based and value-added educational content that is timely, relevant and customized to the interests of target audiences.

7.2   Develop and deliver fee-based education and training programs that meet the needs of members and constituents.

7.2.1   Deliver instructor-led education and training programs at full cost recovery.

7.2.2   Develop educational partnerships to deliver cost-effective, on-site training programs that are customized to meet member and constituent needs.

7.3   Refine and proceed with implementation of the long-term University Outreach Program, maintaining alignment with the U.S. Standards Strategy.

7.3.1   Promote the integration of standards and conformity assessment content in program curricula.

7.3.2   Identify existing value-added information services for universities with a goal of growing the ANSI Educational Member base.

8   COMMUNICATIONS

Goal: *To define a comprehensive public relations program that will heighten awareness of the ANSI Federation's value in the advancement of societal issues such as safety, health and the environment; customer satisfaction; product function; U.S. competitiveness, and the ability of companies and governments to forge strategic business alliances.*

The 2005 Communications Plan supports the promotion of ANSI and the voluntary consensus standards process. Emphasis will continue to be placed on positioning statements of value in front of corporate decision makers, and subject matter experts, in order to attract quality participants and sustain broad-based membership and financial support of ANSI products and services. The 2005 plan will address public relations methods of reaching media, analysts, consumers and prospective members, as well as building on relationships with current members to promote ANSI and advance key messages.

Objectives and Strategies

8.1   Expand ANSI's public awareness campaign to include basic messages about the Institute, the U.S. and global standards systems, and the value of voluntary consensus standards and conformity assessment, in every contact with the media, ANSI members, constituents and the general public.

8.1.1   Maintain, or expand as appropriate, the frequency and reach of various ANSI communications to the respective audiences.

8.1.2   Stimulate the awareness of ANSI, the U.S. and global standardization community, and globally-relevant standards through news releases, articles, web-based publications and presentations.

8.1.3   Pursue opportunities to place ANSI representatives on the agendas of events that will build awareness by member and non-member target audiences.

8.2   Ensure consistency in the promotion, application and use of ANSI's brand.

8.2.1   Ensure the integrity of ANSI's editorial guidelines, especially for ANSI-contributed articles, speeches and presentations.

8.2.2   Ensure the integrity of ANSI's design and style guidelines for all print and electronic collateral.

8.2.3   Develop and implement a style manual for the planning and execution of ANSI-sponsored meetings and special events.

8.2.4   Develop and maintain marketing collateral that strengthens and emphasizes ANSI's brand.

8.3   Support the communications and marketing needs of ANSI's business units.

8.3.1   Develop and maintain key messages and editorial content, especially during new product or service launch activities.

8.4   Develop mutually beneficial "Public Relations Partnerships."

8.4.1   Formalize "public relations partnerships" with standards developing organizations, government agencies and others.

8.4.2   Progress the partnership project launched with the Standards Engineering Society to develop an online database of case studies on the strategic aspects of standardization.

9   CONSUMER RELATIONS

Goal: *To assure that the interests of the public have appropriate protection, participation and representation in standardization, conformity assessment and related activities.*

Protecting consumers and promoting public health, safety and the environment are key aspects of ANSI's mission. As the standardization landscape has evolved to address a broad spectrum of societal issues, it is more important than ever that consumers and other public interests be represented in standards activities. The goal of greater consumer and public interest involvement in standardization is recognized in the U.S. Standards Strategy and in the strategic policy documents of ISO and IEC. The pursuit of this goal will enhance the effectiveness and credibility of ANSI as a federation representing all materially interested parties.

Objectives and Strategies

9.1   Educate consumers and public interests about the value of standards and standards participation.

9.1.1   Leverage ANSI Online and the ANSI Reporter as primary vehicles for educational outreach.

9.1.2   Develop and enhance relationships with consumer organizations, organized labor, and non-governmental organizations.

9.1.3   Promote CIF as a primary forum for consumer and public interest discussion of standards issues.

9.2   Facilitate consumer and public interest participation in standardization.

9.2.1   Cultivate relationships with standards developers working in priority areas for consumers and public interests.

9.2.2   Identify opportunities for consumer, labor and NGO representatives to participate in ANSI activities.

9.2.3   Foster U.S. leadership in ISO COPOLCO and other international venues.

10 PUBLICATIONS MANAGEMENT

Goal: *To improve sales and royalties revenues, and maximize net income by reducing expenses and cost of goods.*

The net revenue from the sale of standards and from royalties is a major source of funding for the Institute's national and international standards programs. Therefore it is essential that ANSI continue to enhance its publication sales activities and continue to improve its related processes to ensure that net income in this area is maximized.

Objectives and Strategies

10.1   Enhance publication sales and information delivery activities and revenues through increased product offerings and greater efficiencies.

10.1.1   Increase the number and breadth of standards collections available via the Electronic Store, especially the ANS collections, through mutually beneficial partnerships with SDOs.

10.1.2   Enhance, improve and promote the ANSI Electronic Standards Store as a one-stop shop for standards.

10.1.3   Provide increased access to standards and standards information through the ESS, NSSN and other services.

10.1.4   Pursue information technology improvements that will provide enhanced services and/or improved efficiencies in the publications sales and information delivery areas.

10.1.5   Support the Department of Homeland Security (DHS) project to develop and maintain a database of homeland security standards.

10.1.6   Support the Department of Energy (DOE) and the National Renewable Energy Laboratory (NREL) project to develop and maintain a Hydrogen Fuel Cell Portal.

11 OPERATIONS

Goal: *To manage business operations in an efficient and financially viable manner.*

This section addresses ANSI's Information Technology, Finance and Accounting, and Human Resources. ANSI is committed to managing its business operations in an effective and efficient manner to accomplish the Institute's goals and objectives.

Objectives and Strategies

11.1   Provide "best-in-class" IT infrastructure support for all Institute programs and services.

11.1.1   Maintain and enhance basic IT and telecom infrastructure.

11.1.2   Maintain and enhance ANSI Online.

11.1.3   Maintain and enhance the SharePoint document management system based on feedback received from members and customers.

11.1.4   Maintain and enhance the ESS.

11.1.6   Maintain and enhance Dynamics software.

11.1.7   Enhance accounting capabilities.

11.1.8   Maintain and enhance the NSSN Service.

11.2   Ensure Institute's financial and accounting services are aligned with ongoing business needs and support all Institute programs and services.

11.2.1   Maintain and update the 5-year financial model to reflect new strategic directions and changing business conditions.

11.2.2   Manage cash flow to fund new and continuing programs.

11.2.3   Maximize return on invested assets while adhering to the ANSI Investment Policy; this includes board designated funds and the four foundations established in 2002.

11.2.4   Continue to develop and maintain the Institute -wide "Dashboard of Operating Results."

11.3   Ensure that ANSI staff is accommodated in appropriate facilities and that future space needs are anticipated.

11.3.1   Manage Institute's facilities on a cost effective basis.

11.4   Ensure adequate staffing to meet the changing needs of the Institute.

11.4.1   Enhance staff performance through the effective implementation of the performance appraisal process.

11.4.2   Provide cost effective, competitive salaries and benefits.

11.4.3   Provide an effective employee administration process.

11.5   Maintain ANSI's Quality Management System

11.5.1 Organize and hold regular management review meetings to track progress against organizational objectives (i.e., Framework For Action items).

11.5.2 Establish a customer satisfaction team to identify ways in which customer satisfaction is gauged, reported and addressed.

11.5.3 Review the ANSI Quality Manual, Quality Policy and Mission Statement to determine if any revisions are necessary.

11.5.4 Conduct an internal audit to determine continued compliance with ISO 9001.