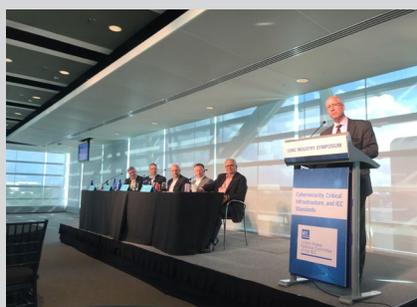


FOCUS ON: STAKEHOLDERS

FEATURED STORIES



Stakeholder Interest



USNC Industry Symposium, Review



Young Emerging Professionals Experience



What do we really need from Stakeholder Involvement?



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United States
National Committee
of the IEC

Stakeholder Interest

By Edward Mikoski, Vice President, EIA Standards and Technology at Electronic Components Industry Association



Just what is meant by the word “stakeholder?” It certainly doesn’t mean what it meant back in 1708. Why 1708? I’m not quite sure, but the Oxford English

Dictionary claims that is the first known use of the term meaning “the holder of a wager.” The stakeholder would NOT have an interest in the property held and would be responsible for distributing the wealth to the winner of the bet. It wasn’t until the late 1990’s that the term gained significant use in business jargon but in that context, it means something quite different from what it once did.

Indeed, the word stakeholder is a great example of a contranym—a word that has two opposing meanings. Stakeholder is now more commonly used to mean an organization or person having a legitimate interest in a situation, action, project or enterprise, whereas in the original definition, a stakeholder held no interest.

So, what is interest? An interest in a situation, action, project, or enterprise could include what is being done, how it is being done, or the outcome of the activity. Each stakeholder will have differing interests and degrees thereof.

As an exercise, let’s apply the term “stakeholder interest” to the development of an international standard within the International Electrotechnical Commission (IEC). The conformity assessment side of the IEC activities will differ, but the below approach is applicable to it as well. Let’s assume that you have absolutely no clue concerning the



world of standards. Your employer directs you to get involved in the development of an international standard project where it sounds like the scope might affect your company’s product or service. That is typically all the specifics you are likely to receive, so where do you even begin?

Yes, you can consider simply “diving in,” and if you do it would be quite prudent to take advantage of the several online courses, videos, and presentations available. Then begin by identifying as many of the stakeholders as you possibly can. Quickly you will gain a better understanding of just what you are dealing with and where you should consider injecting your energy.

From this point forward, you will find a marker placed after each

newly identified stakeholder in this example. They may not apply in every situation, but they should be considered as potential players until you have identified them as being insignificant or a non-issue for the project.

Your company has assigned your mission to you, therefore you will—from your frame of reference—identify it as being the primary stakeholder. Although you will represent your company, you yourself will also instantly become a second stakeholder. You additionally being an individual stakeholder will need to establish yourself by becoming a credible individual in some appropriate group(s). The individuals in the group will view you as being from a company but will also look at

you as an individual. They will size you up and you will want to be viewed as a respected, ethical, value-add to the project.

In the U.S., there are numerous Standards Developing Organizations (SDOs), consortia, and other document-creating entities. Typically, if an IEC standard is being created, some SDO that exists in the U.S. operates a standards committee similar in scope. Neither this SDO nor the standards committee necessarily has an established relationship with the IEC process. Ideally, however, the standards committee should have an established liaison with the appropriate U.S. technical advisory group (U.S. TAG), the U.S. feeder into the IEC technical committee (TC), where the standard is being developed.

You should be able to identify one of the following situations:

If no relationship exists, the committee may be working on a separate standards project that potentially could conflict with the developing IEC document.

The organization could possibly be the administering organization for the U.S. TAG, as that established relationship to the IEC process would be good news. If not, it could mean you might need to cover both activities.

The IEC might not have an established TC for the subject area, but potentially could form one.

The U.S. may need to consider becoming a participating member country so that a TC may be established, and you might have to get involved to promote that action. Without that U.S. TAG, you would not be able to participate in that IEC international standard development.

There are several additional organizations that should also be considered as potential stakeholders,

as they are also players in the process. Although you may not be directly exposed to them, they potentially can affect the project. The USNC is a group within the American National Standards Institute (ANSI) and the IEC based out of Geneva, Switzerland recognizes ANSI as the U.S. contact point. The IEC has a structure of several dozen committees for management and policy any number of which might be categorized as stakeholders, depending on the subject area being standardized. These are all in addition to the 204 technical committees and subcommittees (SC), 566 working groups, 258 project teams, and 616 maintenance teams, any some of which may have a peripheral interest. IEC does encourage cross engagement of the TCs.

Once you identify the technical committee that is developing your standard of interest, then it is easy to identify the specific working group, project team, or maintenance team as they all report to the technical committee or sub-committee. Each TC or SC is populated by participants from member countries and each member country has a national committee (similar to the role of the USNC in the U.S.).

Official roles played by individuals also need to be considered as stakeholders. There are staff in each of the organizations and there are roles in the IEC maintenance and policy committees that you might need to identify because they can change the rules by which your standard is being developed. Then there are the official roles in the technical committees: a member country will be operating as the secretariat; there is also a chair and a secretary. Generally, the chair is not from the country that holds the secretariat, but the secretary would typically be from the country that is holding the secretariat.

Then there are conveners for the working groups, and project leaders for project teams and maintenance teams. Each of the individuals in these roles are stakeholders that need to be understood because they have positioned themselves and have a bit more power and capability within the groups than the average individual participant, but along with that also come the responsibilities of the role. Ineffective leaders can cause delays, just as effective leaders can also (if that is their intent). Get acquainted with them and you will be able to influence them.

It is prudent to know what participating companies are represented by which individuals. The IEC does not make a point of emphasizing or listing individual companies for the reason that membership is held by national committees, even though individual companies are stakeholders with major interest in the activities of the IEC. You need to know the companies that are participating in order to better understand the underlying motives of the participants. While individuals participate in the work of the IEC, they also are not members. The IEC national committees (NCs) are the members. Individuals participate in the standardization work of the IEC as experts or delegates. Additionally, a U.S. TAG member can actively participate in the activities of the U.S. TAG and is not required to travel or participate in the international meetings, but still can be actively engaged through U.S. TAG participation.

Here in the U.S., there are a few more roles that should be considered as potential stakeholders. The U.S. TAG is the entity through which you must work to participate in all this IEC work. The U.S. TAG is led by a U.S. technical advisor (TA)

and sometimes a U.S. TAG chair but often the TA carries that dual responsibility. There may also be deputy technical advisors (DTAs) depending on the size and activity of the U.S. TAG. Each country's national committee can officially appoint working group designated experts to participate in one or more working groups operated by a technical committee or sub-committee. The designated expert does not represent his or her country, but instead is considered as an individual independent technical expert.

When there is an international meeting of the TC or the SC, there is an official registration and each country may send a delegation. The U.S. TAG chooses its head of delegation (HoD) and the TA is quite often that individual. The HoD is responsible for speaking and voting on behalf of the U.S. National Committee during the

meeting but may invite other delegates from the delegation to speak. (This is just an example where the role of HoD has control to direct what is said by members of the U.S. Delegation during the TC/SC meeting. Thus, it would be wise to get to know the leadership and develop a respectability, so if you have something to say, you may be permitted to speak at that level of the structured organization.)

Having identified the stakeholders, you then need to understand just what interest they actually have in the outcome of the activity. You may think that everyone is there for the same reason—and that could be true—but each of their interests in the project and what on the surface may appear as collaborative may not be.

Answers to important questions of stakeholders are likely to change as their perspective, the scope of the

project, and other influencing factors surface. Example questions:

- » What is being done?
- » How it is being done?
- » What is their desired outcome?

To summarize

Learn the rules and procedures:

Are they being adhered to by the rest of the players?

Get involved: Simply sitting in a meeting and taking a few notes will not be productive.

Build your reputation within the group: Others will see you as credible.

And most importantly:

Go back and communicate internally within your company: After all,

they have invested considerably in your participation, and you can tap tremendous expertise within the rest of the company consequently making your performance in the committee or U.S. TAG a stellar one.

You should now understand what is meant by "stakeholder interest" and have a better idea of how to go about tackling your assignment. The next time you return from a meeting that was held in Elbonia and your boss asks you, "Where's the Beef?", you probably do not want to feel like you are being grilled. Not to fear, you will be able to confidently reply and produce your roadmap of the path, the progress, and the players. You will be able to demonstrate that your company is a prime stakeholder, and things are on a roll. Who knows, you may even win employee-of-the-month and receive a delivery of frozen steaks at your doorstep, which will not only make you a stakeholder, but also make you a stakeholder!

Well Done! 



USNC HOSTS A SUCCESSFUL INDUSTRY SYMPOSIUM

On September 12, 2018 the U.S. National Committee to the International Electrotechnical Commission brought together over 60 representatives from 30 organizations for the USNC Industry Symposium. This all-day event was designed to illustrate and investigate how standards and conformity assessment can help support, safeguard, and improve all aspects of critical infrastructure and cybersecurity.

The USNC Industry Symposium held two sessions. In the morning, a group of ten, high-level executives met with USNC, ANSI, and IEC leadership to discuss how industry, associations, government and the USNC/IEC can work together to pre-empt and confront challenges in these increasingly vulnerable sectors. In the afternoon, two panel sessions were held to discuss international standards and how they can reinforce the cyber resiliency and cybersecurity aspects of critical infrastructure, particularly as it relates to IoT, digital transformation, smart infrastructure (manufacturing, factories, etc.), and smart cities.

The morning participants and afternoon panelists were invited based on their companies' strong records of active engagement in standardization and conformity assessment. The event was also an opportunity to engage those key executives and find out why investment in standards is important to their business, and to get various viewpoints on the long-term vision for the success of the U.S. and international standardization and conformity assessment systems.



Key takeaways

Welcoming remarks:

- » Mr. John Thompson, USNC President, and Mr. Jim Shannon, IEC President, welcomed all participants to the Newseum in Washington DC and thanked everyone for their participation in the day's events.

Education and Engagement:

- » In the world of standards development and conformity assessment, education initiatives need to be multilayered, engaging young and emerging professionals early on while also establishing long-term programs and opportunities to maintain their involvement. Providing sufficient support for young and emerging professionals not only benefits individual organizations and companies, but also supports the standardization community as a whole. Taking a step in the right direction, the IEC has established the IEC Young Professionals Program. However, this program's main element is a three-day workshop once a year. With greater support from the private sector, the IEC Young Professionals Program could grow to be a multifaceted national program with multiple events (trainings, workshops, information sessions, etc.) throughout the year. A wider ranging domestic initiative would help maintain the young professionals' interest in standardization and conformity assessment, and also allow them to successfully contribute to their companies' influence and growth in their respective field.
- » In addition, academia must be brought into the fold and encouraged to participate in education initiatives. In many cases, academic institutions, even those geared towards engineering or related fields, have limited opportunities available regarding standardization education. By engaging academia, the private sector can only benefit from having a well-prepared and knowledgeable employment collective to recruit from.
- » There is an overarching need to create, implement, and promote extensive standard development and conformity assessment joint education initiatives between the IEC, private sector, academia and consortia.

Outreach and Training:

- » The USNC and IEC have been working diligently to conduct outreach and broaden participation to ensure our organizations are meeting the needs of our members by accurately assessing and responding to market demands. Aspects of cybersecurity are constantly changing and in order for the IEC to maintain relevance and influence in this fast-paced, technologically driven society, it must continue to reach out and engage new participants. Likewise, the National Committee needs to inform its members of how existing cybersecurity standards can help build a strong base for future business development.
- » Organizations, in conjunction with the USNC and IEC, should host trainings/information sessions on in this area. These sessions can also provide the USNC with the opportunity to encourage participation in the IEC standards development and conformity assessment processes.

International Framework:

- » The cyber-ecosystem is a global entity that effects every population, government, product and consumer based company. The IEC, and USNC, has been working to incorporate cybersecurity matters into standards development and conformity assessment. However, industry needs to actively participate in these discussions and provide vital data and information to help steer the development process in order for useful deliverables to be produced and a baseline "norm" created.



From left to right: John Thompson, Steve Rood, Jim Matthews, Sonya Bird, Tim Duffy, Phil Piqueira, and Tony Zertuche

Young Emerging Professionals Experience

By the 2018 USNC Young Emerging Professionals: Carrie Schmaus, Eric Franca, and Scott Lindsay

The IEC General Meeting brings together the larger electrotechnical community to discuss and collaborate on global standardization of electrical technologies. Aligning with its theme, *Smart Cities and Sustainable Societies*, the 2018 IEC General Meeting in Busan, South Korea challenged attendees to look ahead to the future and consider how ensuring technology maturation through standards can benefit the global society. From technology that can detect a heart attack and autonomously deploy emergency services to save a citizen's life—a part of the Global Smart City initiative in Busan—to smart control of an entire grid system which can drastically improve energy efficiency, future technology can enhance environmental sustainability, improve standards of living, and connect people like never before. Underlying this growth—especially when considering cybersecurity, big data, IoT, and smart devices—are standards, which have become increasingly important as the pace of technology development quickens and the boundaries of the possible expand.

In recent years, IEC has also used the general meeting as a venue to host promising Young Professionals (YPs) chosen by their National Committees to participate in the IEC Young Professionals Program. The United States National Committee (USNC) chose us, Carrie Schmaus, Eric Franca, and Scott Lindsay, to represent the United States at the *2018 Young Professional Workshop*. During the workshop, alongside other YPs from all over the world, we participated in numerous activities geared towards introducing and expanding our understanding of how IEC works. Through a series of presentations

covering all areas of IEC's operations from IEC leadership, opportunities to observe high level IEC and technical committee meetings, interactive sessions, leadership seminars, an LG Manufacturing site visit, and participating in a mock technical committee meeting, we gained a deep understanding of IEC.

As with any event of this magnitude there were major positives and, of course, opportunities for improvement. The 2018 IEC General Meeting YP Program provided a truly unique opportunity to network with a talented group of YPs from the global community. The YPs selected to attend represented a myriad of fields that are contributing to societal progress, such as manufacturing Electric Vehicle DC fast charging

stations and training future solar PV installers in developing markets. A hallmark of the YP program is the opportunity to really get to know other YPs from around the globe—we learned not only where they work and their professions, but more nuanced information as well, like what an Australian thinks about the role of government in standards development, and a South African's perspective on the future of wearables in rural communities. The opportunity to spend time with some of the brightest young minds involved in standards—specializing in every topic from explosive atmospheres to smart vacuum cleaners—is a reminder that international collaboration is not only how quality standards are written, but will also lead to a more unified and standardized global community.



From left to right: USNC Past-President Phil Piqueira, Carrie Schmaus (co-author), USNC President John Thompson, Eric Franca (co-author), Scott Lindsay (co-author), and USNC Vice President-Technical Sonya Bird

The YPs also possessed a common altruistic trait and many volunteer their time to some amazing causes, such as rehabilitating refugees in South Sudan and mentoring teenagers placed within foster care.

The YP program also provided great insight into how the IEC organization functions. The opportunity to attend the IEC Standardization Management Board (SMB) meeting provided perspective into how strategic decisions and planning are made for new technologies. Another positive from the event was how the YPs were viewed as thought leaders and our ideas, generated during the breakout sessions, were presented to the IEC senior leadership. The YP ideas spanned from developing IEC interactive standards which provide video clip guidance on how to perform test requirements to generating a map listing the jurisdictions which have adopted IEC standards along with the country specific deviations.

During the YP program, we had the opportunity to explore many topics through interactive sessions, lectures, and discussions, during which we questioned how to standardize a device that may evolve after it hits the market (like any device that is AI-enabled), or discussed how standards can contribute to larger societal goals, like the 17 UN Sustainable Development Goals (12 of which are directly impacted by IEC work). We visited the local LG manufacturing site, where we saw how people and machines can work side-by-side to construct devices that make millions of lives easier. We asked why so few African countries are represented in the IEC and why women make up such a small percentage of the standardization community, but, more importantly, we talked about how to change the status quo. Ultimately, we came

together as a group of future leaders to think about what aspects of the IEC work today, and where we can make improvements for the future.

To improve the 2019 and future IEC general Meeting YP programs, it would be ideal for the event to span the entire general meeting. A significant amount of information was condensed into a three-day period, and a number of YPs remarked that they would have benefited by spending more time on certain activities (i.e., the mock technical committee meeting). Echoing a similar theme, we recommended removing the mandatory TC shadowing session, as a number of the YPs already participate on IEC TCs, and those that do not could seek out participation outside of the YP program. Alternatively, the opportunity to attend a TC could still be on the program agenda but with a concurrent session for YPs who already participate on IEC TCs. The YP representation is another opportunity for improvement as the YPs who attended predominantly represented industry, even though both Eric and Carrie represented U.S. government agencies at the program this year for the USNC. In order to add a diverse perspective, we recommend NCs select a larger representation from government and regulators moving forward, as this will offer unique insight into how standards are perceived and enforced within different international jurisdictions. Lastly, the geographical representation was skewed towards Europe, while participants from Africa were significantly underrepresented, as was remarked upon by our African colleagues during the workshop. We recommend that more recruiting efforts are made to offer a larger voice to African nations—not only at future YP programs, but also at all levels of future IEC General Meetings. 

DECISION DEPOT



This column provides easy access to recent decisions that have been made regarding IEC and USNC policies and procedures that directly affect our members. Click the links below to access the recent decisions.

[CB/917/DL](#)

Confirmed decisions taken since the June 14, 2018 meeting in Geneva, Switzerland and at the October 24, 2018 Council Board meeting in Busan, Republic of Korea

[C/2153/DL](#)

List of Decisions taken by Council since the October 2017 Council meeting and at the meeting held in Busan on October 26, 2018

[SMB/6550/DL](#)

List of decisions taken at SMB meeting 163, held on October 22, 2018 in Busan, Republic of Korea

[CAB/1803/DL](#)

List of decisions from CAB meeting 44, Busan, Republic of Korea, October 22, 2018

What Do We Really Need From Stakeholder Involvement?

By Kerri Haresign, Senior Manager – Technology & Standards, Consumer Technology Association (CTA); Secretary for the US TAG to IEC 124, and a Member of the USNC Technical Management Committee



As program managers, we are always looking to improve stakeholder involvement in our standards programs. We conduct outreach, review methods and mechanisms of

participation, and even—from time to time—beg for involvement. As we go through this process, we are often asked to track and document the increase (or decrease) of involvement. How do we measure stakeholder involvement? Is it participation, engagement, or some combination?

There are opportunities and challenges regarding stakeholder involvement in the standards process, as well as considerations on how best to track and improve the involvement of stakeholders.

Participation: Does just showing up count?

Participation is generally equated with attendance or ballot participation, or perhaps a combination of both, and is often used as key metrics to track involvement. Attendance and ballot participation are used as tracking mechanisms for involvement because they are easy and measurable. We can track trends, identify challenges, and show changes using only these two metrics. However, does just showing up really count as involvement? Is a meeting where all the physical or virtual chairs are occupied better than one where only a small number of attendees are actively participating in the discussion? Does it matter if enough votes are received on a ballot to meet quorum if the participants are not conducting a meaningful review



of the draft? What if they are all voting “No Position?” Likely, it does not.

Participation is an element of involvement, but it is not the only part. When we consider how to improve stakeholder involvement, we need to look beyond increasing the number of people who “participate” and more towards finding the *right* people to participate. This can be a challenge because individuals who join an initial standardization effort might help improve the “look” of a standards effort but can often bog down the process or distract from the key goals. This can factor in many different points of the standards process but is often very evident in

the beginning or during the creation of a new work effort.

In 2017, CTA was assigned to serve as the administrator for the U.S. TAG for IEC TC 124, *Wearable electronic devices and technologies*, which held its first meeting in September 2017. Given that TC 124 was established in 2017 and did not have any projects, CTA had to anticipate what work the committee might address. As such, CTA conducted outreach to a number of companies manufacturing consumer-wearable technology to help anticipate the work that might be produced in TC 124. Quickly we realized that while we had broad interest from manufacturers in the

consumer wearables space, such as wrist-worn activity trackers, we lacked engagement from key subject matter experts in other wearable electronic technologies, such as manufacturers of electronic e-textile fabrics. This required CTA to review our strategies for outreach and to focus in on engagement of specific subject matter experts. Such an effort takes time and research into areas that might not be familiar. While the U.S. TAG for TC 124 is still relatively new in comparison to others, we have lost some of our initial experts based on initial projects being mostly outside of the interest of manufacturers of consumer wearable technology available in the market today. Even though the number of members has been reduced, we found that we now have the right participants and overall engagement has increased.

Engagement: What is it really and how do we sustain it?

So, if just showing up isn't enough, than how do we classify engagement? Can it be measured based on number of comments submitted, expert or leadership roles volunteered for, or participation in discussions in meetings or through collaboration tools? Engagement is likely defined by some combination of these and other items, but it is critical to the

growth and strength of our standards programs.

Facing the challenge of improving stakeholder engagement can be tricky as engagement is going to be different for each consensus body and maybe even each project. With engagement, standards developers should look for accountability of actions from stakeholders and progress of work, but this will likely vary depending on work items or projects. As an example, within CTA's *Health, Fitness, and Wellness Standards Program*, we strive to publish standards within 12–18 months from project initiation. In contrast, parallel international standards work at the IEC follows a recommended timeframe of 36 months. This IEC timeframe allows for the availability of a first working draft within 6 months, first committee draft within 12 months, enquiry draft within 24 months, approval draft within 33 months, followed by the availability of the published standard within 36 months. Even though the critical nature of publishing a standard may be the same, the availability and engagement of stakeholders over the period of one year versus three years will vary. Markets and challenges over a period of three years may also change the needs of stakeholders, thereby challenging their engagement in specific projects.

Without tracking accountability, stakeholder engagement will likely suffer. Most stakeholders in standards programs are volunteers and therefore involvement is not a primary responsibility of their jobs. As program managers, it is our responsibility to ensure accountability from stakeholders, but also to identify the best mechanism for engagement. Program managers can consider a variety of tools such as virtual meetings, live technical editing, use of ad-hoc working groups, mentoring new participants to make them more comfortable in discussions, and looking for tools that promote collaboration, such as the IEC's Collaboration Tools, which provide a virtual workspace for participants working on standards from a variety of time zones.

Stakeholder Involvement: Participation + Engagement = Success

So, if just showing up isn't enough and you can't really have engagement without participation, the success of stakeholder involvement is likely a combination of the two. We need to identify the right stakeholders, the right tools for their engagement, track changes in involvement, regularly review goals, and ensure accountability of stakeholders and project managers alike. Easy, right? 



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Strategic Stakeholder Engagement

By Muhammad Ali, Technical Program Manager, National Electrical Manufacturers Association (NEMA)



The standards development process is entirely dependent on the people involved in the process—a technical leader and an administrative leader driving the

effort. In most cases, the consensus-based standards are developed within balanced committees with, usually, an assigned secretary by a sponsoring organization (secretariat). There is usually a technical leader which serves as a chair of the committee and is responsible for managing the overall operations and a secretary providing the administrative and logistics support in keeping the committee goal and objectives moving. There are three main core principles of strategic stakeholder engagement:

Driving Value

The participation by stakeholders is contingent on whether the problem or the activities within committee is something they care about and the impact it has on them. The members get real value when they are able to promote knowledge sharing and develop solutions together. The committees need to change the conversation and focus on outcomes versus outputs. The secretary could assist in facilitating the knowledge sharing process by identifying the right audience and setting up the framework for collaborative environment. A chair could empower his or her committee to serve in leadership roles such as assigning a vice-chair, identifying a researcher, an editor, knowledge managers, etc., while still encouraging

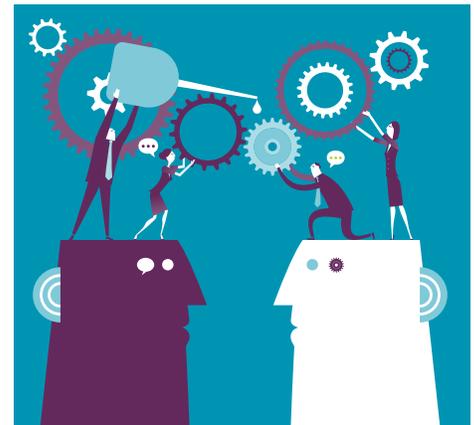
collaboration in a way that achieves their final outcome. Empowerment and leadership also promotes connectedness and members are more likely to value their participation in committees who value their personal contributions.

Ease of Participation

The committees need to have a clear process and procedures for prospective participants to join the committee, onboarding training, and support during their involvement within the committee. The ease of participation is important for stakeholder's retention and to keep them engaged. Members find it very difficult to work with a committee with disorganized information, very little or no process and procedures, and very little or no training to get them up to speed when they join.

Sometimes, there are operational challenges for members to be involved with the work such as funding, time, and skills. There are situations where a member might not be able to attend a meeting as the meeting is scheduled internationally or somewhere far from their home location, the meeting time/date is in conflict with other commitments or they just do not have the time to participate, and/or they might not have the right skills and need to consult internally to provide responses.

It is easy for members to participate when the goals and objectives of the committee are clearly outlined, frequent progress reports are provided, and the committees allow them to participate effectively.



Outcomes

The outcomes must be created together so it is a win for all. Therefore, it is extremely important to follow the consensus process with transparency. Instead of return on investment, members should instead focus on the importance of return on engagement. The chair and secretary play a very important role in driving the right outcomes for the committee. They must work closely together to understand the goals and objectives, needs of the members, and follow the procedures to achieve the correct outcomes. There should also be a way to measure these outcomes and informing members periodically about these outcomes.

In conclusion, the standards development process is successful when members see a value to their participation in the work, barriers to participation are low, and they see a potential to achieve outcomes by collaborating and sharing knowledge. IoT emerging technologies such as augmented reality and artificial intelligence could also play a big role in keeping committees healthy. 

The Eight Keys to Standards Stakeholder Success

By Florence Otieno, USTAG to IEC Systems Committee - Smart Cities Lead



Engaging stakeholders is a necessary but sometimes challenging process for an organization to undertake and effectively manage on a regular basis.

For nearly two decades I have been directly involved in managing stakeholders who are engaged in the development and maintenance of voluntary, industry-driven, consensus-based standards and specifications for the ICT industry. Over the years I've had the esteemed privilege to work alongside some of the best in the business. I have seen a lot of change both technologically and in the individuals involved in bringing life-changing connectivity technologies to market.

The Telecommunications Industry Association (TIA) convenes the thought leaders and architects delivering connectivity solutions and empowering innovation around the globe. TIA's standards department is responsible for the day-to-day operations of its engineering committees, as well as those USNC mirror committees and IEC committees that are managed by TIA on behalf of the U.S. National Committee. There are various categories of stakeholders involved, namely: network equipment manufacturers and supplies, service providers, government agencies, academia, end-users and sister standards developing organizations.

TIA standards development stakeholders follow the procedures defined by the American National Standards Institute (ANSI) for national, regional and international

standards development. This entails a substantial amount of stakeholder involvement across several areas of participation and that is where TIA brings value; based on its 90+ years in business, its reputation, and because TIA provides an environment for stakeholders to convene, interact and exchange ideas across our four communities: technology, standards, government affairs and business performance.

TIA has succeeded in retaining its stakeholder's membership, trust and confidence, which can only be achieved if stakeholders have

been empowered with certain rights through their various ways of involvement and activities that are also of interest to the organization. All TIA's standards stakeholders can participate in our ANSI-accredited engineering committees and technical advisory groups where they're involved firsthand in the decision-making process of what standards the organization develops discussions led by committee chairs and vice-chairs who are elected among stakeholders.

Stakeholder involvement and stakeholder management are arguably the most important



ingredients for delivering a successful project. These eight keys to success may help organizations achieve best practices in managing your stakeholder involvement:

1. Engagement

The word implies a long-term relationship with active involvement. Being involved one-on-one with your stakeholders and showing genuine interest in their activities is important. Organizations that engage with their stakeholders successfully can drive strategy and innovation, improve compliance and reporting, and collaboratively work out what to focus efforts on.

2. Communication

Stay one step ahead by consulting with your stakeholders before a project begins, and by staying informed of important decisions requiring approval or comment resolution that need to occur in an upcoming meeting. Track all action items and create an open and consistent channel of communication between you and your stakeholders.

3. Understanding

Always remember that there are good and bad days for everyone and that to err is human. We need to accept that people do not always behave in a rational, reasonable, consistent or predictable way and that we need to operate with an awareness of human feelings and potential personal agendas. By understanding the root cause of stakeholders' behavior, we can assess if there is a better approach to work together to maintain a productive relationship.

4. Organization

Always be organized and pay attention to details. A conscientious and measured approach to stakeholder management is essential

and, therefore, encouraged. Investment in careful planning before getting stakeholders involved can produce significant benefits.

5. Diplomacy

Exercise fairness, equanimity, and maintain good relationships to foster trust. Where there is trust, people work together more easily and effectively. Investing effort in identifying and building stakeholder relationships can increase confidence across the project environment, reduce uncertainty, and speed up problem solving and decision-making. Keep in mind that stakeholders can be unpredictable. Over and above conventional planning, using foresight to anticipate hazards and taking simple and timely actions with stakeholders can significantly improve project delivery and other goals in the activity pipeline. Additionally, view the involvement of stakeholders as an important and influential factor that should be treated as a potential source of both risk and opportunity within the project. Stakeholder involvement evolves around relationships, built on trust, with and among the other stakeholders.

6. Consensus

Ensure that stakeholders value differing opinions. They will not always agree on certain issues, so they need to develop a "reach a consensus and compromise" approach. The initial step is to establish the most acceptable baseline across a set of stakeholders' diverging expectations and priorities. Understand that success does not have a "one size fits all" definition. In this context, project success means different things to different people and it is important to establish how the stakeholder community defines success, in the context of project delivery.

7. Ownership

Be accountable and take responsibility. Stakeholder involvement is not the duty of one member of the project team. It is the responsibility of everyone to understand their role and to follow the right approach to communication and involvement. Good project governance requires providing clarity about stakeholder involvement roles and responsibilities and what is expected of people participating in the project. Various roles should be defined, and terms of reference specified. Know and accept ownership as a customer service provider.

8. Recognition

The last ingredient is recognizing and awarding deserving stakeholders. Be the voice of your community, so that your stakeholders' involvement efforts are recognized and rewarded. Both ANSI and IEC excel at recognizing and awarding their stakeholders and following their example is highly recommended.

In closing

Stakeholder involvement is an important and challenging aspect of engaging a diverse range of industries, companies and interested parties to collaborate on standards projects and issue resolution. At TIA we have established and strive to use these eight best practices to allow us to turn stakeholder involvement into positive outcomes and value across our communities. While the steps to success are unique to each organization, these steps should open the doorway to better involvement. 

Florence Otieno is the Director of International Standards Programs for the Telecommunications Industry Association (TIA). Find her online @FlorenceOtien19 and learn more about TIA by visiting tiaonline.org.

2018 IEC AWARDS

1906 Awards

The 1906 award was established in commemoration of the foundation of IEC and honors technical experts around the world whose work is fundamental to the IEC. The 1906 Award recognizes exceptional recent achievements related to the activities of the IEC, and looks at those who have contributed in a significant way to advancing the work of the Commission. The USNC congratulates the following recipients and their work within their corresponding TCs/SCs and Conformity Assessment Systems.

- » Richard Loud IEC TC 5
- » David Stone IEC TC 17
- » Seth Carlton IEC TC 22
- » Keith Goshia IEC TC 22
- » David Preves IEC TC 29
- » Jonathan Woodworth IEC TC 37
- » Peter Chiaro Jr. IEC TC 45
- » Alan E Lucero IEC TC 47
- » Claudia Kajiyama IEC TC 49
- » Donald Barta IEC TC 55
- » Kay Clinard IEC TC 57
- » Patricia Brown IEC TC 57
- » Sherman Eagles IEC TC 62
- » Edmond Israelski IEC TC 62
- » Daniel Judd IEC TC 65
- » Robert Kretschmann IEC TC 66
- » William A. Radasky IEC TC 77
- » Sharon Lutz IEC TC 86
- » Robert Fagaly IEC TC 90
- » Michael Dolan IEC TC 100
- » David E. Swenson IEC TC 101
- » Robert Smith IEC TC 110



- » Kevin Haas IEC TC 114
- » Kenneth Gettman IEC TC 121
- » Kenneth Wacks ISO/IEC JTC 1

IEC Thomas A. Edison Award

The IEC Thomas A. Edison Award is intended to recognize exceptional current achievement (within the past five years) in the management of their committees. One of the USNC's most successful experts and Secretary of IEC TC 82, Mr. George Kelly, was bestowed the great honor of receiving the Thomas A. Edison Award this year.

ANSI Awards

Given out at World Standards Week's 2018 ANSI Leadership and Service Awards Banquet and Ceremony, the annual leadership and service awards program is a long-standing tradition that recognizes and honors creativity, dedication and vision in the field of standards and conformity assessment.

James E. Matthews III, director, technical standards and standards policy, distinguished associate, Corning Inc., received the Howard Coonley Medal, which recognizes an executive who has benefitted the national economy through voluntary standardization and conformity

assessment and has given outstanding support to standardization as a management tool.

Steven T. Margis, director, certification Programs and Accreditation, UL, received the Gerald H. Ritterbusch Conformity Assessment Medal, which honors distinguished service in promoting the understanding and application of conformity assessment methods as a means of providing confidence in standards compliance for the marketplace.

Sonya Bird, director of international standards, Underwriters Laboratories (UL), received the Elihu Thomson Electrotechnology Medal, which honors an individual who has contributed in an exceptional, dedicated way to the field of electrotechnology standardization, conformity assessment, and related activities at the national and international levels.

President's Award for Journalism

The NFPA Journal Editorial Team received the President's Award for Journalism, which honors a journalist(s) whose work helps to illuminate the role that standardization and conformity assessment activities play in the global marketplace.

Next Generation Awards

The Next Generation Award is a tribute to those who have been engaged in standardization or conformity assessment activities for less than eight years, and who have, during this time, demonstrated vision, leadership, dedication, and significant contributions to their chosen field of activity. The awardees are:

- » Muhammad Ali, Technical Program Manager, National Electrical Manufacturers Association (NEMA)
- » Wallie Zoller, Project Leader, Rockwell Automation

Meritorious Service Awards

The Meritorious Service Award recognizes the outstanding contributions to the U.S. voluntary standardization system. Each awardee has demonstrated outstanding service in enabling ANSI to attain the objectives for which it was founded. The awardees are:

- » Thomas Blewitt, Vice President, Chief Technical Officer, UL
- » Paul Green, Manager, Corporate Product Relations and Standards, Intel Corporation
- » Joe Musso, Standards Program Manager, UL
- » Stephen Rood, Director, Codes and Standards-Electrical Wiring Systems Division, Legrand North America
- » Jianchao Zeng, Ph.D., Senior Standards Advisor, U.S. Food and Drug Administration Center for Devices and Radiological Health

The USNC commends the award winners on their outstanding performance and success in standards and conformity assessment.

UPCOMING EVENTS

January 15–17	CAPCC/TMC/Council Legrand (Concord, NC)	June 19	IEC Council Board Geneva, Switzerland
February 18–21	IEC SMB Montreux, Switzerland	June 16–18	IEC SMB Geneva, Switzerland
April 9–11	PASC New Zealand	June 16–18	IEC CAB Geneva, Switzerland
April	Asia-Pacific Cooperation Forum (APCF) New Zealand (in conjunction with PASC)	September 10–12	CAPCC/TMC/Council AAMI (Washington, DC)
May 6–10	COPANT Cartagena, Colombia	September	FINCA
May 14–15	National Committee Secretary Mid-Year Forum New York, New York	October 21–25	83 rd IEC General Meeting Shanghai, China
May 30– April 2	CAPCC/TMC/Council Rockwell (Milwaukee, WI)		

Save the date!

IEC 2022 General Meeting, Host City: San Francisco

Sponsor the IEC 2022 General Meeting, hosted by the USNC

For only the seventh time since 1904, the United States is gearing up to host the IEC General Meeting, 31 October – 4 November, 2022, in San Francisco. Organizations with a stake in all areas of electrotechnology are invited to demonstrate their commitment to international standardization and conformity assessment through sponsorship of the 10-day event.

For more information, see the [IEC 2022 Sponsorship Brochure](#) or contact Kendall Szulewski-Francis at: ksfrancis@ansi.org or 212-642-4965.

Thank you to the organizations already on board as IEC 2022 sponsors!



ABOUT THIS PUBLICATION

The USNC Current newsletter is distributed to the constituency of the U.S. National Committee (USNC) of the International Electrotechnical Commission (IEC). It provides updates on technical activities and other information of interest to members of the electrotechnical community. Some articles are reprinted with permission from the IEC News log.

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