ANSI
American National Standards Institute

GUIDE FOR U.S. DELEGATES

to Meetings of ISO and the IEC

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Foreward: Letter from the ANSI President and CEO

Congratulations on your appointment as a delegate to a technical meeting of the International Organization for Standardization (ISO) or the International Electrotechnical Commission (IEC). You have been chosen for your expertise in a given field along with your ability to effectively present the U.S. viewpoint as part of a delegation to an international standards forum.

On behalf of the American National Standards Institute (ANSI), I would like to express our appreciation to you and the company or organization that supports your participation in international standardization activities. The United States believes that standards development is a global effort, focused on market needs and facilitated by full and open cooperation and collaboration among industry participants worldwide. Together, we are making important contributions to the national economy, the elimination of non-tariff barriers to world trade, and improved safety and health for the world's citizens.

You will be thoroughly briefed by the U.S. Technical Advisory Group (TAG) responsible for determining the U.S. position on work underway within the particular ISO or IEC technical committee or subcommittee whose meeting you will be attending. You may also need an orientation on your role and responsibilities as a representative of the U.S. standards community on overall policy matters, especially if you're a newly appointed delegate.

This document contains a summary of numerous guidelines and policy statements issued over the past several years by ANSI and the U.S. National Committee (USNC) for the IEC. It is intended to provide you with background information about the organizations and procedures you will experience in your ISO or IEC work, as well as advice and guidance on questions such as:

- Whom do you represent in international negotiations?
- What U.S. contributions may be submitted to ISO and the IEC?
- May your delegation accept the secretariat of a technical committee or subcommittee or invite the technical group to meet in the United States?

Our goal is to help public- and private-sector interests realize the vision of globally relevant, technically valid standards for their sectors. Education and shared information will be critical for cooperation and future success, as will open, ongoing communications between the U.S. and its global trading partners.

Again, congratulations on your appointment. We wish you a safe and pleasant journey to your meeting and much success in your negotiations.

S. Joe Bhatia

Introduction: You, the Delegate

You have been chosen as one of the experts best able to represent U.S. interests in the deliberations of an International Organization for Standardization (ISO) or International Electrotechnical Commission (IEC) committee. As a delegate, you represent the American National Standards Institute (ANSI), the U.S. member of ISO and, through its U.S. National Committee (USNC), the IEC. You are willing to serve; your employer is willing to donate your time; there is an organization that is willing to pay your expenses. You may also have experience on one or more domestic standards developing committees. Now it's time for action.

You have been chosen for your competence in a given field and your ability to effectively present the U.S. viewpoint as part of a delegation to an international standards forum.

As a newly appointed member of a U.S. delegation to a meeting of an ISO or IEC Technical Committee (TC), Subcommittee (SC), or Project Committee (PC), you will be receiving confirmation of your accreditation from either ANSI or the USNC, officially confirming your delegate status. A similar acknowledgment will be submitted to the Secretariat of the related TC or SC, and to the host country where the meeting is to be held.

If you have never attended an ISO or IEC meeting before, you will naturally have many questions about the nature of your responsibilities and how to best carry them out. This booklet is intended to answer some of those questions. It is also intended to acquaint those who have previously served with any recent modifications to U.S. policies regarding international work. More detailed guidelines can be found in the *ISO/IEC Directives*, which lay the procedural foundations for writing standards.[1]

Importance of Participation

Participation in standards development activities provides you with an opportunity to influence domestic and international policy, benefit from unique networking opportunities, and learn from international colleagues. It also provides a forum for the presentation of U.S., corporate, or individual positions, and the opportunity to comment upon proposals submitted by others.

As a U.S. delegate you will work in cooperation with representatives of standards bodies of other countries to write an International Standard. If you are prepared with a strong knowledge of ISO and IEC procedural requirements, your ability to effectively influence the work of the committee increases dramatically. This becomes even more important as U.S. businesses and organizations increasingly recognize the strategic importance of International Standards and their implications for world trade.

The many implicit benefits of participation include:

- Key contacts with industry leaders
- New business opportunities for your organization
- Competitive intelligence through early involvement on technology implementation

[1] The *ISO/IEC Directives* are available on the ISO and IEC websites.

- Informal benchmarking through improved understanding of where your organization stands in the market

To remain competitive in world trade, U.S. standards and engineering practices must be in line with International Standards. Otherwise, the U.S. will face a competitive disadvantage. Effective global standards also help eliminate excess costs, boost productivity, satisfy consumer needs, and protect the workforce and the public.

Ideally, the final ISO or IEC document you help produce will be accepted and implemented throughout the global economy. One thing to keep in mind, however, is that just as American National Standards (ANS) are voluntary, so are the International Standards (IS) of ISO and the IEC. They will be used by industry, national standards bodies, and governmental regulatory agencies only if they can stand on their technical merit and meet the needs of the countries involved.

Even if they are not adopted out-right as national standards, these documents are frequently used as the basis for national inspection, approval, and certification systems. From the U.S. point of view, IS should be equally suitable for approval as ANS. And it is also important to note that the U.S. standardization system embraces the "multiple-path approach," where multiple standards or conformance systems may achieve global relevance and applicability.

You, the delegate, have the important job of helping to produce quality standards that are compatible with U.S. and international needs. A standard that finds worldwide acceptance will eliminate one more barrier to the free flow of international trade and help keep U.S. industries competitive in the global markets.

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Who Is Involved in ISO and IEC Activities?

Today, standardization has moved beyond product specifications and service requirements to encompass such broad domestic issues as the environment, healthcare, safety, and consumer protection programs. Standards are the foundation for innovation. They are also essential tools that help today's businesses reduce costs, improve quality, and market products and services. Standardization helps to break down barriers to trade, provide industry stability, and encourage commerce. Standards impact every organization's bottom line and should be strategically managed just like other important factors such as quality, safety, and intellectual property.

As a delegate, you represent a part of a large standards community. International Standards developed within the procedures of ISO and the IEC represent a global consensus of the member nations participating in these bodies. The resulting documents have been developed and applied on a voluntary basis. And in recent years, a growing number of them have been adopted or referenced by governmental bodies. It is important for you to understand where you fit in the scheme of the standardization process.

Management of ISO and the IEC

International Standards are developed through ISO and the IEC via an organized network of hundreds of councils, committees, and subcommittees. ISO is governed by the General Assembly (GA), while the IEC is governed by the Council; each body sets the overall policy for its respective organization. The management of the actual standards development work is primarily conducted by the Technical Management Board (TMB) of ISO and the Standardization Management Board (SMB) of the IEC.[2]

[2] For the remainder of this document, TMB will be used to reference both the ISO Technical Management Board and the IEC Standardization Management Board.

Standards are the foundation for innovation. And they are essential tools that help businesses reduce costs, improve quality, and market products and services.

All TCs report to these management boards. The Central Secretariat of ISO and the Central Office of the IEC facilitate the administration of ISO and IEC, respectively.[3]

Membership

The membership of ISO and the IEC is comprised of national bodies with one vote each. Both ISO and the IEC have different types of membership available depending on the conditions existing in each country. Every national body registered as a Member Body of ISO or a National Committee of the IEC has the right to membership on TCs or SCs of the organization to which they belong.[4] Members may then choose to participate either as an active Participating member (P-member) or as an Observer member (O-member) of the committee. National bodies with little or no interest in the technical work may elect not to participate at all. Members also have the opportunity to participate in higher governing committees and positions.

[3] For further information, please see the ISO and IEC websites and the organizational charts in the appendix of this document.

[4] See the ISO and IEC websites for further information on forms of membership and access rights to TCs and SCs.

The Role of ANSI

ANSI is the U.S. member body to ISO and, through the USNC, to the IEC. On your committee, you represent the United States through ANSI, not the group or organization that sponsored you.[5]

Technical Committees, Subcommittees, and Project Committees

TCs are established by the TMB to manage the scope of technical work. The TC is where much of the actual detailed technical standards process is managed. When they are formed, new TCs decide upon their own title, scope, and organizational structure; the TMB must then approve these recommendations.

A TC can form one or more SCs if it finds its scope too wide to enable all the items on its work program to be dealt with. The SCs report on their work to the parent TC. TCs and SCs that choose to divide their work into specific subject areas may form Working Groups (WGs), Project Teams (PTs), and Maintenance Teams (MTs)[6] for specific tasks and ad hoc groups to study precisely defined problems.

National bodies that want to assume leadership of specific technical work may volunteer to serve as Secretariat of a TC or an SC. The Secretariat of a TC is allocated by the TMB, and the Secretariat of an SC is allocated by the parent TC. If more than one national body offers to assume the Secretariat, the TMB makes the decision. Holding the position of committee Secretariat is often a strategic decision for a member nation, as this is the position responsible for nominating the committee's chairman.

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Chairmen of TCs are appointed by the TMB for a period of six years, or a shorter period as may be appropriate. Successive extensions of three years each are possible in ISO, with only one such extension allowed in the IEC. The TC Chairman is responsible for the overall management of the TC, including oversight of the activities of its SCs and WGs, and presides over its meetings. He/she must act as a representative of ISO/IEC and cannot serve as a delegate of his/her national standardizing body or display any bias. SC Chairmen are nominated by the Secretariat of the SC and appointed by the TC.

Project committees are established by the TMB to prepare individual standards not falling within the scope of an existing technical committee. When necessary, TCs and SCs are dissolved by the TMB.

ISO/IEC JTC 1

ISO/IEC JTC 1, *Information Technology,* is a Joint Technical Committee (JTC) established between ISO and the IEC to develop, maintain, promote, and facilitate standardization in the field of IT. Its structure and procedures differ somewhat from those of ISO and the IEC and are outlined in a separate *Supplement to the ISO/IEC Directives*. You may find JTC 1 referenced in the course of your work.[7]

[5] For further information, please see the ANSI website and the organizational charts in the appendix of this document.

[6] In the IEC, a Maintenance Team is a group of experts designated to keep a publication or set of publications up to date.

[7] For further information, please see the ISO/IEC JTC 1 website.

U.S. Technical Advisory Groups

The Technical Advisory Group (TAG)[8] has the primary responsibility for developing U.S. positions on technical matters coming before the committee and coordinating U.S. participation in the international committee's work. It is the TAG's job to recruit delegations, ensure the delegates are adequately funded, supervise the work, and determine ANSI/USNC positions on proposed International Standards.

The TAG has the primary responsibility for developing U.S. positions on technical matters and coordinating U.S. participation in the international committee's work.

Official communications between meetings are channeled through ANSI or the USNC office. As a practical matter, much of the paperwork necessary to prepare for an international meeting is done by the TAG's Administrator (ANSI) or Secretary (USNC) in consultation with the TAG Chairman. The TAG is a product of the U.S. system and is not necessarily an internationally recognized body; other countries have mirror committees, but they are not necessarily called TAGs.

Not all members of the U.S. TAG will be able to attend the international meeting, so they rely on the appointed delegation to represent the consensus U.S. positions.

Working Groups

WGs consist of a restricted number of individually appointed experts brought together to deal with the specific task or tasks allocated to the WG. The experts act in a personal capacity, but must be appointed by a P-member or a liaison organization of the WG's parent body.

TCs or SCs may establish WGs for specific tasks that report to their parent body through a Convener appointed by that body. In special cases, a joint WG may be established in which more than one ISO and/or IEC TC or SC is interested. A proposal to establish a joint ISO/IEC WG must be submitted to the respective TMBs.

Whereas members of a U.S. TAG participate as representatives of ANSI and the USNC, representatives to WGs are recognized as individual experts; they do not necessarily represent the positions of their national bodies. Upon the completion of a WG's task(s), the WG is disbanded.

Project Leaders and Project Teams

During the process of approving a new work item, P-members are required to appoint experts able to participate in the development of the project. These experts can form a PT operating under the responsibility of the project leader (the WG Convener, a designated expert, or, if appropriate, the Secretary). It is this individual's responsibility to bring the project to completion in the shortest time possible. The project leader is appointed by the group forming the project team. (The PT shall be designated according to the project number assigned.)

Once the project has been finished, the project team is disbanded.

[8] Throughout this document, the term "U.S. TAG" refers either to an ANSI-accredited TAG to an ISO TC or SC; or to a USNC-approved TAG to an IEC TC or SC.

A TAG carefully considers the nature of the work and attempts to locate and appoint the most technically qualified individual(s) available to serve.

Additional Experts

When a new ISO or IEC WG, PT, or MT is formed, or when the scope of an existing WG is expanded to include new work, the U.S. is invited to officially appoint experts. The respective TAG carefully considers the nature of the work and attempts to locate and appoint the most technically qualified individual(s) available and able to serve. The names of experts are submitted via the U.S. member body.

Before an individual agrees to serve as a U.S. expert, he/she should understand that while much of the WG's work will be carried out electronically, international meetings are held at critical points in the project's development. U.S. experts are expected to independently obtain financial support so that they can attend these meetings and actively participate in the development of the work.

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Experts are encouraged to keep the related TAG informed of their activities so that when the time comes for the U.S. to formally vote on the draft standard, a consistent and uniform position can be taken.

Liaisons

ISO and IEC work is of interest to many international organizations; some of these make a direct technical contribution to the preparation of the standards through participation as a liaison organization. Liaison representatives may participate at meetings or through correspondence. There are several types of liaisons:

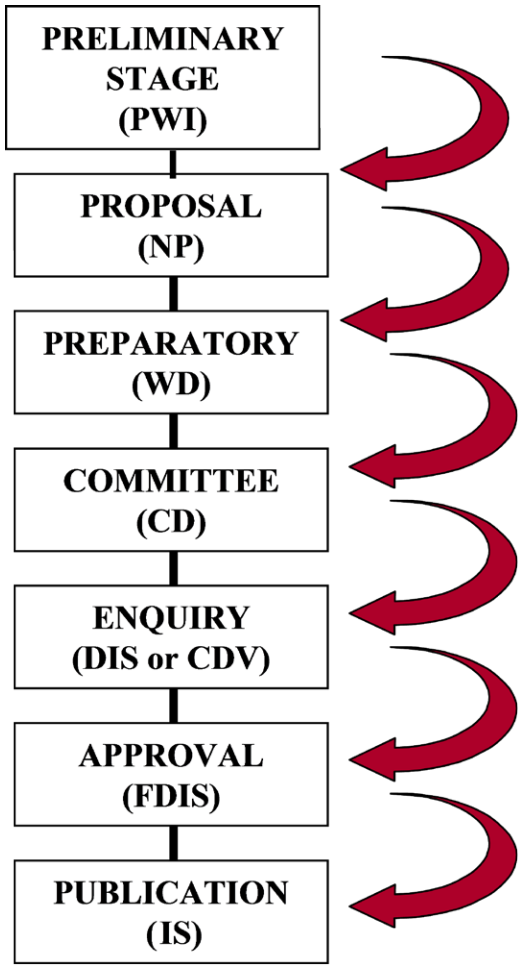
- **Category A liaisons** make an effective contribution to the work of the TC or SC and are given access to all relevant documentation, are invited to meetings, and may nominate experts to participate in a WG
- **Category B liaisons** are organizations that are kept informed of the technical work of the TC or SC. This category is reserved for inter-governmental organizations in the ISO.
- **Category C liaisons** are those within ISO/IEC JTC 1 only.
- **Category D liaisons** are organizations that make a technical contribution to and participate actively in the work of a WG, MT, or PT.

How ISO/IEC Standards Are Developed

International Standards developed within the procedures of ISO and the IEC represent a global consensus of the participating member nations. The process takes roughly 36 months to pass a standard through the traditional multi-stage process. The global standardization system, however, is continually facing new challenges. To address this, ISO and the IEC offer alternative deliverables to better handle the dynamic changes in international trade and technology, while still maintaining the importance of open communication and collaboration worldwide. The resulting documents are developed and applied on a voluntary basis. A growing number of them have been adopted or referenced by governmental bodies.

ISO/IEC STANDARDS DEVELOPMENT PROCESS

(For more information, see the ISO/IEC Directives Part 1: 2013)



Typical Stages of Development

Standards developed within the ISO and IEC arenas are normally created using a multi-stage consensus-building process. Projects are managed throughout this process through the use of target dates. Target dates correspond to the shortest development time possible for progression through the process while noting specific requirements for industrial sectors. Requests for significant extensions to proposed target dates must be made through the TMB.

If there is no current TC for a particular field of work, almost any group within or outside the ISO or IEC can put together a proposal for a new field of technical work. If the proposed work is related to the scope of an existing TC, the TMB assigns it to that committee. If no appropriate TC exists, the ISO Central Secretariat or the IEC Central Office will survey member bodies for interest. The TMB will then evaluate the replies. If a two-thirds majority of the national bodies voting are in favor of the formation of a new TC, and if at least five are willing to participate actively in the work, creation of the committee may be authorized.

Note: The acronyms following each stage below refer to the corresponding document of that stage.

Preliminary Stage (PWI)

A TC or SC may initiate new work into its work program, by simple majority vote of its P-members, on preliminary

work items (PWI) that are not yet sufficiently mature for processing to further stages.

The next step is to confirm that an IS is needed. Approval of a proposal for new work is determined by vote of the participating members (countries) of the relevant committee.

Proposal Stage (NP)

A New Work Item Proposal (NP) may be submitted by any number of sources on Form 4 in ISO or Form NP in IEC. An NP must also be accompanied by a Working Draft (WD) or, at a minimum, an outline of the proposed document.

A decision to add the item to the program of work can be taken either by correspondence within 3 months or at a meeting. In ISO and the IEC, approval by a simple majority of the P-members is required. Acceptance requires a commitment by at least 4 members in committees with 16 or fewer P-members, and at least 5 P-members in committees with 17 or more P-members.

In the information technology area, standards are increasingly being written directly as International Standards without having first been approved as national standards. In the absence of American National Standards, other appropriate standards may be proposed. In the absence of both, proposals may be based on a rationale or a standard under development.

Preparatory Stage (WD)

The next step is to prepare a working draft (WD) in conformity with the *ISO/IEC Directives – Part 2*. In many instances, responsibility for the preparation of a working draft is delegated to a WG. In some cases the convener of the WG also serves as the project leader. In other cases the convener helps to monitor the work

Projects are managed throughout the development process using target dates. Target dates correspond to the shortest possible development time for progression through the process while noting specific requirements for industrial sectors.

program, but a project leader is assigned responsibility for working with the text.

Successive WDs may be considered until the group is satisfied that it has developed the best technical solution to the problem being addressed. At this stage, the draft is forwarded to the WG's parent committee for the consensus-building phase and is registered with the ISO Central Secretariat or IEC Central Office (Office of the Chief Executive Officer).

Texts must reach the stage of WD within six months of approval of the new work item.

Committee Stage (CD)

The Committee Stage is the principal stage at which comments from national bodies are taken into consideration. Member Bodies are encouraged to submit substantive comments as early in the process as possible. Once a text is approved for progression to Draft International Standard (DIS) ballot, there should be very few, if any, technical comments. National bodies should therefore carefully study the texts of Committee Drafts (CDs) and submit all pertinent comments, particularly technical comments, at this stage.

The DIS or CDV is approved if a two-thirds majority of the P-members of the TC or SC are in favor and not more than one-quarter of the total number of votes cast are negative.

At this point, delegates to international meetings should be fully briefed on U.S. national positions. The decision to circulate an enquiry draft is taken on the basis of the consensus principle.[9]

Projects must reach the stage of (final) CD within eighteen months of the date of approval of the new work item. The Committee Stage ends when a CD is accepted for circulation as an enquiry draft and is registered by the Office of the CEO. This stage should take no more than 12 months.[10]

Enquiry Stage (ISO/DIS, IEC/CDV)

During the Enquiry Stage, the enquiry draft (DIS in ISO, Committee Draft for Vote (CDV) in IEC) is circulated by the Office of the CEO to all national bodies for a three month vote, with the possibility of extensions in certain instances.

Affirmative votes may be accompanied by editorial or minor technical comments, but negative votes must be accompanied by a statement of the technical reasons for the disapproval.

National Bodies may indicate that the acceptance of specified technical modifications will change their vote from negative to affirmative, but they should not cast an affirmative vote that is conditional on the acceptance of modifications.

The DIS or CDV is approved if a two-thirds majority of the P-members of the TC or SC are in favor and not more than one-quarter of the total number of votes cast are negative.

If the approval criteria are not met, the text is returned to the originating TC or SC for further study, and a revised document will again be circulated for voting and comment as a DIS or CDV.

The Enquiry Stage ends with the registration, by the Office of the CEO, of the text for circulation as a Final Draft International Standard (FDIS).

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[9] According to the *ISO/IEC Directives*, consensus is defined as a "…general agreement, characterized by the absence of sustained opposition to substantial issues by any important part of the concerned interests and by a process that involves seeking to take into account the views of all parties concerned and to reconcile any conflicting arguments." A consensus need not imply unanimity.

[10] For further details about target dates within this stage, please refer to Part 1, 2.5 of the *ISO/IEC Directives*.

Approval Stage (FDIS)

Following approval of a DIS or CDV, the text is revised to incorporate comments submitted during the enquiry ballot. Except in such cases where the positive Enquiry Stage vote triggers a process for the document to proceed directly to publication, an FDIS is again circulated by the appropriate Office of the CEO to all member bodies for a two-month ballot.

This is a simple yes-no vote. If a national body votes yes, it shall not submit any comments. A statement of the technical reasons for the negative ballot must accompany a negative vote.

The FDIS is approved for publication as an IS if a two-thirds majority of the P-members of the TC or SC are in favor and not more than one-quarter of the total number of votes cast are negative.

If the FDIS is not approved, the document is referred back to the TC or SC for reconsideration in light of the technical reasons submitted.

The stage of FDIS should be reached by no later than the third anniversary of the date of approval of the NP.

The Approval Stage ends with the circulation of the voting report stating that the FDIS has been approved for publication as an IS.

Publication Stage

Within two months, the Office of the CEO will correct any typographical errors indicated by the Secretariat of the TC or SC and print and distribute the IS. This stage ends with the publication of the IS, approximately 36 months after the NP.

Maintenance

A standard is a living document and accordingly requires maintenance. The group that produced the standard generally provides the necessary upkeep. Maintenance can consist of revising the document to include new or different materials based upon technology changes, expanded scope, or corrections.

In ISO, standards must be reviewed at least every five years. At that time they can be continued, changed, or recommended for elimination. Any modification, revision, amendment, or other change is generally considered to be new work and must follow the same protocol for any other new work item.

Within IEC, the program for maintenance of publications shall be included in the committee's Report to the SMB. The Report shall include the maintenance cycle for each of its publications (typically between 3 and 12 years).

If the periodic review results in a recommendation that a standard be withdrawn, an official ballot will be conducted to ensure that all interested parties concur with the proposal for withdrawal. If that vote is affirmative, the standard can be "taken off the books."

The designation for a withdrawn standard is normally not re-used.

Other Deliverables

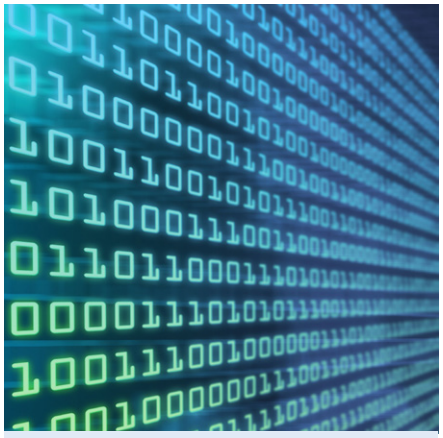
ISO and the IEC offer several deliverables other than the traditional IS. These additional documents provide ISO and IEC committees with an opportunity to take advantage of standardization work developed in external bodies. Even upon publication, these types of documents are not called "standards." They include the following:

Technical Specifications and Publicly Available Specifications

Technical Specifications (TS) and Publicly Available Specifications (PAS) are developed within an ISO or IEC committee structure, but require a lower level of consensus than do traditional IS carrying the ISO or IEC logos. They are generally issued when there is either not enough support for an IS or they are not technologically developed enough to become an IS. Neither PAS nor TS have the same status as IS and should not be regarded as such. Committees, however, have the option to continue work on a PAS or TS; subsequent revisions may proceed through the normal standards development process into a full consensus-based IS.

Technical Reports and Guides

Technical Reports (TRs) and Guides are both informative documents differing from normative documents. Allowance is made in the *ISO/IEC Directives* for TRs which can be published under certain clearly defined circumstances. A TR may be a collection of data, while a Guide may be more instructional.



The fast-track procedure tends to be used frequently in fields with rapidly developing technologies.

TS, PAS, TRs, and other such deliverables offer the opportunity to take advantage of work developed in external bodies.

International Workshop Agreements

An International Workshop Agreement (IWA) is an ISO document produced through workshop meeting(s) and not through the technical committee process. It can be developed in less than 12 months to address a rapidly emerging market need or public policy requirement. In the IEC, Industry Technical Agreements (ITAs) worked in essentially the same way, but the ITA process is no longer in use.

Technology Trend Assessment

A Technology Trend Assessment (TTA) is a document published to respond to the need for global collaboration on standardization questions during the early stages of technical innovation, providing the state of art or trend in emerging fields. TTAs are thus the result of pre-standardization work or research.

Other Considerations

Fast Track

The fast-track procedure offers a speedier alternative for publishing certain standards. Any existing standard may be nominated by a P-member or category-A liaison to be submitted to vote as a DIS. Alternatively, any standard developing organization (SDO) recognized by ISO or the IEC may submit an existing standard as a DIS or may submit a draft standard developed by that organization as an enquiry draft. This procedure tends to be used frequently in fields with rapidly developing technologies.[11]

[11] For further details on the fast-track procedure, please refer to the *ISO/IEC Directives, Part 1*, F.2.

Global Relevance

Both ISO and the IEC recognize the diversity of global market needs. In an effort to address regional differences, terms of global relevance have been drawn by ISO and the IEC to ensure a standard does not favor one region over another. The criteria state that a standard should effectively respond to regulatory and market needs; respond to scientific and technical developments in various countries; not distort the market or impede fair competition, innovation, or technological development; try to meet the needs and interests of as many regions as possible; and be based on performance. The Global Relevance initiative is an extremely important area in maximizing the global use of standards.

"In Some Countries" Clause

The IEC has approved a procedure for the inclusion of statements on conditions existing in certain countries. These so-called "In Some Countries" clauses provide for permanent regional differences (such as climate or voltages) and differing regional practices that exempt those particular regions from an otherwise IS. In all such cases, the relevant IEC National Committee must provide a statement requesting the clause, and at the FDIS stage, the clause is voted upon for approval. The USNC has an implementation mechanism with which U.S. delegates to IEC meetings should be familiar.[12]

IEC Dual-Logo/Dual-Development

The dual-logo agreement is an arrangement in which the logos of two organizations (for example, IEC and IEEE) will appear on standards accepted and approved by the IEC. The IEC and IEEE agreed to an extension of this agreement on dual-logo publications to include a procedure for joint development of International Standards. The new procedure facilitates input from all parties into the content of documents.

ISO and the IEC recognize the diversity of global market needs. Terms of global relevance have been drawn to ensure a standard does not favor one region over another.

Vienna and Dresden Agreements

The Vienna Agreement is intended to coordinate work between ISO and CEN (the European Committee for Standardization). The cooperation agreement between the IEC and CENELEC (the European Committee for Electrotechnical Standardization) is known as the Dresden Agreement. The objective of both of these agreements is to avoid duplication of standards development efforts, speed up the preparation of standards, maximize information exchange and transparency, and ensure the best use of the resources available and particularly of experts' time.

China

China is fast becoming a major player in the International Standards arena and a vital contributor with which you will interface. ANSI has a staff expert on issues related to China available for advice and counsel (contact Leslie McDermott, ANSI Senior Manager – International Development; 202.331.3626; lmcdermott@ansi.org).

[12] The IEC has developed a Global Relevance Toolbox that provides a variety of tools to permit TCs/SCs to accommodate various needs to ensure that their publications can be used worldwide. The Toolbox presents examples of different cases which can occur when attempting to develop a globally relevant standard and indicates how each of these cases can be integrated.

If the ISO or IEC TC/SC meeting you are about to attend is for a new committee, the first meeting will focus on deciding on the scope of the work and laying out a work program. Alternatively, if the committee is already well into the task of writing International Standards, your delegation may be submitting a proposal for a standard or voting on a proposal already submitted by some other delegation or prepared by the committee.

Whatever the case may be, you will be operating in a multicultural workplace with the goal of opening doors for a global economy.

Preparing for the Meeting

Your first task is to bring yourself up to date on the past work and present activities of your ISO or IEC committee. As a delegate, you will have access to the agenda and supporting documents via your TAG. In USNC/IEC, a delegate in good standing can obtain access rights, if they do not already have them, from the USNC Office to download draft documents directly from the IEC Server (www.iec.ch). It is important that you have copies early enough to familiarize yourself with their contents, formulate your positions, and seek help where needed.

Because of the expense of conducting an international meeting, most of the work of ISO and IEC TCs, SCs, PCs, and WGs is carried out via correspondence. Your TAG may have also been meeting regularly to keep up with all of this business.

Shortly before the international meeting, the TAG may meet to establish U.S. positions on agenda items. Positions on meeting agenda items are normally agreed upon before the international meeting through prior meetings, letter ballots, etc., of the respective U.S. TAG for an ISO or IEC committee.

If, as is normally the case, there is more than one delegate to an ISO or IEC committee meeting, one individual is designated as the Head of the Delegation (HOD). He/she will be the delegation's principal spokesperson at the meeting and will be responsible for casting the official U.S. vote on issues coming before the committee.

Before you leave for your ISO or IEC meeting, the HOD may call a meeting of the delegation to go over housekeeping-type arrangements and review positions with the delegates. Because of your technical expertise and familiarity with the needs and attitudes of your industry or organization, you should be able to make a valuable contribution to these positions by attending the TAG meeting and participating fully in the discussion.

If an ISO or IEC committee or subgroup meeting has been called, it is probable that one or more proposals for DIS are nearing the voting stage. The TAG must determine – and the delegation must know – the U.S. position on each issue and what latitude for concession exists.

If there is an approved American National Standard (ANS) in the field in which a DIS is proposed, the TAG will

support those provisions of the draft that are compatible with it. If there is no ANS, the TAG may support a draft that is technically acceptable and could be used as the basis for the development of a national standard.[13]

In an effort to develop an IS that is acceptable to U.S. industry, a TAG may consider proposing a U.S. draft either as an NP or as a contribution to a proposal initiated by another country.

Any differences that may exist among the members of the delegation must be settled before a delegate rises to speak at a committee meeting. Ordinarily this is done in private conference over meals or after hours.

Participating in the Meeting

Meeting Protocol

At the ISO or IEC committee meeting, your delegation will have the opportunity to defend its contributions or comment on other proposals when the appropriate item on the agenda is considered. The HOD is the official spokesperson, but if he/she feels that another delegate is more technically qualified to speak on a particular point, he/she may, after asking for the privilege of speaking, designate the individual.

Most international meetings are not held following the standard *Robert's Rules of Order.* Whoever speaks must speak for the entire delegation. Any differences that may exist among the members of the delegation must be settled before any delegate rises to speak at a committee meeting. Ordinarily this is done in private conference over meals or after hours; differences should not be aired in front of delegates from other countries, nor should any U.S. delegate ever act to undermine and disassociate himself/herself from the officially approved U.S. position.

If an issue arises during a meeting on which the U.S. position is not absolutely clear – perhaps one that was not on the meeting agenda – the HOD may request a recess for consultation. If the delegation is not sure what position to take, it is acceptable for the HOD to state that the U.S. needs more time in which to formulate its opinion and to recommend that a recess be called or that the issue be deferred to a future meeting or handled by correspondence.

Etiquette

Your responsibility at the meeting is to press for adoption of U.S. viewpoints on proposed IS. You must, however, proceed diplomatically. Delegates from other countries are accredited by their respective ISO or IEC member bodies, and they, like you, are experts in their field; they should always be shown the respect due to official representatives of any standards organization. Be sure to listen thoroughly to other countries' contributions and to be open to their suggestions. Negotiate on the benefits of specific technical merits and use the respective committee procedures. Be aware of regional sensitivities towards the U.S.

[13] See *ANSI Procedures for U.S. Participation in the International Standards Activities of the ISO, Annex B: Criteria for the Development and Coordination of U.S. Positions in the International Standardization Activities of the ISO and IEC.*

The following arguments are unacceptable for why other countries should accept our views:

- They have been in effect in the U.S. for many years.
- We make more of the item under discussion than any other country.
- The U.S. was the first in the field or has the most experience.
- The U.S. is the most technologically advanced country in the world.

Such expressions, in addition to being rude and provincial, are more likely to irritate than to convince.

While many countries respect U.S. technical competence and productive know-how, the best way to win acceptance of your point of view is always to present it on its technical merits.

Networking is another important means for winning acceptance. Not only should U.S. delegates participate actively and fully in the formal meetings of an international group, but it is also beneficial to participate in informal gatherings and scheduled social events. Agreements at an international meeting are commonly first formed in a social setting and then later finalized across the conference table.

You, and anyone who may accompany you, should get to know the delegates from other countries. Establishing friendly relationships is not only personally rewarding, but also provides an opportunity for other delegates to know you and your thinking on related technical subjects. These allies are extremely important. Not only do they help improve U.S. bargaining power, but they help to form alliances. In cases when the U.S. raises many issues, it is often helpful to have an ally present a proposal to the international group and give the U.S. the opportunity to agree with someone else, rather than raising every issue ourselves.

The best way to win acceptance of your point of view is always to present it on its technical merits

Dress and Comportment

A U.S. delegate should review the dress and business culture of the host country before departure and never do anything that might reflect adversely on him/herself, ANSI, the USNC, or the U.S. You should visit the U.S. Department of State's website (www.state.gov) to review travel advisories, regulations, visa information, and customs for your host country.

Communication

A few basic communication skills will be valuable:

- Hearing is not the same as listening. Listening requires skill and patience. Comprehensive listening is listening to understand a message. Critical listening is listening to comprehend and then evaluating the message.
- Pay attention to all communication cues. Rephrase or paraphrase, in your own words, the essence of the message you have heard from other delegates.
- Limit your own talking. Be concise. Don't use unnecessary words. Be patient. Concentrate. Use feedback to clarify and elaborate. Avoid jumping to conclusions.
- Establish a rapport. Try to stay "in tune" with each other throughout the meeting.
- Don't assume that because a person has heard you, he or she has also agreed with you.

Also, please keep in mind that English is not everyone's native language and you will need to speak slowly and concisely when presenting or clarifying your points. Confusion is often inevitable when verbal and non-verbal communication passes across languages and cultures.

Official Languages

While the official languages of the ISO and IEC are English, French, and Russian, many of the meetings you will attend will be conducted in English or in English and French with consecutive or concurrent interpretation. Delegates from the Russian Federation accept responsibility for interpretation and translation from and into Russian and therefore make their presentation in either French or English.

Interpretation sequentially from English into French and vice-versa is sometimes provided at TC/SC meetings. While it slows down discussion, some suggest that it helps ensure understanding and acceptance, and also allows a moment for the HOD to solicit opinions from others in the delegation before proceeding. If interpretation is to be used, you should accept it, and when speaking, plan your thoughts such that you have appropriate pauses for interpretation.

Extending Invitations for Meetings in the U.S.

Suppose that after attending several meetings of your TC, SC, or PC in other countries, you decide it's time the group should meet in the United States. You may believe that a meeting on your home ground will promote understanding of your delegation's proposals. Also, you've enjoyed the other countries' hospitality, and you'd like to return it. May you or your delegation issue an invitation?

The answer is yes, provided that ANSI or the USNC has given prior written authorization, with concurrence by the TAG and its Administrator. Even if you have this authorization, the actual formal invitation must be issued by ANSI or the USNC. You may extend a tentative invitation to be subsequently confirmed. It must be understood, however, that all meetings must be coordinated with the related TC/SC Secretariat.

The reasons for this policy are practical and procedural. As the U.S. member body of ISO and, through the USNC, to the IEC, ANSI is the official host for TC and SC meetings held in the U.S. and is solely responsible to ISO and the IEC for the effective and efficient conduct of these meetings. TAGs or other organizations that want technical meetings to be held in the U.S. are expected to pay the administrative and meeting costs incurred in carrying out responsibilities for ISO and IEC meetings, unless these costs are assumed by the Secretariat of the respective committee. Before an invitation to a meeting is issued, ANSI or the USNC must be satisfied that all financial and administrative arrangements are adequately supported.

Keep in mind that English is not everyone's native language and you will need to speak slowly and concisely when presenting your points.

Accepting Secretariats

During meetings of ISO or IEC TCs and SCs, delegations are often asked to volunteer to accept the Secretariat of the TC itself or of its SCs or WGs on behalf of the

member bodies they represent. May your delegation accept a Secretariat on behalf of ANSI or the USNC? The answer is yes, provided that you make it completely clear to the international forum that your acceptance is provisional and subject to official acceptance or rejection at a later date by ANSI or the USNC.

Administration of a TC or a SC Secretariat is a weighty responsibility requiring:

- Extensive managerial experience in coordinating and expediting work programs
- Financial commitments
- Strict neutrality
- Mechanism for maintaining close liaison with other ISO and IEC TCs and SCs, national bodies of the ISO and the IEC, other international organizations, governmental bodies, and regional organizations
- Maximum electronic communications capability
- Resources for efficiently handling countless details
- Adherence to the joint *ISO/IEC Directives* or JTC 1 Supplement on meetings, minutes, documents, and reports

Member bodies holding TC or SC Secretariats are totally responsible to the ISO/IEC TMBs for their effective operation. SC Secretariats, also administered by ISO member bodies or IEC national committees, are responsible for the management and internal coordination of their programs and are accountable to the TC or SC for efficient operation.

ANSI and the USNC, therefore, will accept a Secretariat only when they are satisfied that the necessary professional and financial resources are available from the industry or industries concerned and that these

Administration of a Secretariat is a weighty responsibility requiring experience and financial and other resource commitment.

resources will be committed to ANSI or the USNC on a long-term basis to support the endeavors.

In the past, ANSI has delegated Secretariats to its organizational members because the work programs of those organizations were directly applicable to those of certain ISO TCs. To satisfy growing ISO demands and forestall reassignment of Secretariats by ISO to other member bodies able to administer them in-house, ANSI's guiding principle allows that delegation may be made to an external organization. Currently, all IEC Secretariats held by the USNC are delegated.

ANSI firmly supports the decentralization of standards development. All technical functions, national and international, should be assigned to organizations willing and capable of assuming this responsibility. Where international Secretariats are concerned, however, ANSI and the USNC must assume responsibility for their administration in order to satisfy its obligations to ISO and the IEC. To ensure this, close liaison with TAGs developing U.S. positions on IS is maintained at all times.

ANSI staff responsible for ISO TC or SC Secretariats also work closely with committees and organizations developing national standards, to ensure their acceptance internationally and to avoid duplication of technical effort. Your TAG has an important role to play in this function. It provides advice and counsel to assist the TC/SC Secretariat, or in some areas a Project Editor, in preparing the technical content of CDs and DIS.

After the Meeting

Reporting on Meetings

To gain management and government support for international standardization activities, it is important to communicate the results of meetings to industry, the public, ANSI, and the USNC through regular reports. These are usually of two varieties: announcements to newspapers and trade, technical, and professional journals; and through private communications to your TAG, ANSI, and the USNC. What is your responsibility for these reports?

Suppose you've participated in a highly successful meeting of an ISO or IEC TC or SC. Several drafts significant to your industry have been approved; the committee has set target dates for completion of several others; study of a new item of work has been planned. You think these accomplishments deserve publicity. Who should get in touch with the press?

The convening of press conferences and issuance of press releases in the course of an international TC or SC meeting are the responsibility of the committee Secretariat. A U.S. delegation must not hold a conference of its own or issue statements for publication on its own behalf.

If, after the meeting, your delegation believes a U.S. press release on the significance of the meeting's accomplishments is warranted, the HOD or his/her designee should consult, as soon as possible, with the general secretary of the USNC/IEC or the ANSI ISO Team (ISOT) and ANSI's senior director of communications and public relations. He/she should provide ANSI with a statement of the results of the meeting plus any written report that may have been prepared. ANSI will issue a brief release based on the statement of results, on the delegates' written report, and on advice from the HOD.

The news release will give credit to the delegates for their participation in the meeting and to their companies and organizations for support of international standardization. News releases not coordinated by ANSI, particularly if they are not consistent with the expressed U.S. position, may seriously damage the effectiveness of U.S. participation.

Where reports to the TAG, ANSI, and the USNC are concerned, it is the responsibility of the HOD to prepare a comprehensive account of the meeting. The report should summarize accomplishments and emphasize accord with, or variance from, U.S. opinions and practices and the potential effect on U.S. interests. It should record the extent of U.S. participation in the deliberations and its effectiveness, and may include criticism of or comment on the conduct of the meeting, participation by other countries, and the value of the activity.[14] Copies of this report may be of interest to other entities.

[14] To obtain a copy of the Head of Delegation Report Template, click here or contact the USNC Office or ANSI ISO Team (ISOT).

Conclusion

You now have the basic tools needed to represent ANSI at your ISO or IEC committee meeting. You should use this guide as a template for further reading. Almost every standards-setting body has specific guidelines for governing itself; it is important that you review the relevant policy and procedures manuals in preparation for your meeting. Individual committees may also provide detailed statements of their specific programs, objectives, and procedures. Organizational rules and procedures are updated often, so make sure you work with the latest version.

Your participation as a knowledgeable expert is key if U.S. interests are to successfully influence the contents of International Standards and ensure the global relevance of the standards produced.

Understanding the procedures is probably one of the most valuable tools an expert can have when working in the standards development arena. Not understanding these policies and procedures could jeopardize your company and/or its representatives legally, place your strategy at risk, or give the competition an unearned advantage. Through an understanding of the requirements, it is possible to effectively engage in discussions regarding requirements for the stages of the development process.

Your participation as a knowledgeable expert is key if U.S. interests are to successfully influence the contents of International Standards and ensure the global relevance of the standards produced.

ANSI and the USNC hope you enjoy your experience and find it personally rewarding. Feel free to contact us should you have any further questions; we strive to offer you the information and services you require to succeed.

For further guidance, access ANSI's free online training course, *Delegates to International Activities: Roles and Responsibilities,* at www.standardslearn.org/RolesAndResponsibilities.aspx

Have a wonderful time and good luck!

American National Standards Institute (ANSI)

The American National Standards Institute (ANSI) has served in its capacity as administrator and coordinator of the United States private sector voluntary standardization system since it was founded in 1918. Created by five engineering societies and three government agencies, the Institute remains a private, non-profit membership organization supported by a diverse constituency of private- and public-sector entities.

Throughout its history, the ANSI Federation has maintained as its primary goal the enhancement of global competitiveness of U.S. business and the American quality of life by promoting and facilitating voluntary consensus standards and conformity assessment systems and promoting their integrity. The Institute represents the interests of its nearly 1,000 company, organization, government agency, institutional, and international members through its office in New York City and its headquarters in Washington, D.C.

With the help of its federated membership, ANSI provides management, leadership, coordination, and financial and administrative support for effective U.S. participation in international standardization. As the official U.S. member of the International Organization for Standardization (ISO) and to the International Electrotechnical Commission (IEC) through the U.S. National Committee (USNC), ANSI is responsible for setting policy for participation in these forums. It also pays the total dues for U.S. membership to both the ISO and the IEC.

In addition to membership in the ISO and the IEC, ANSI helps to lead both organizations by serving on their respective governance bodies. Furthermore, the U.S. serves as Secretariat to ISO Technical Committees (TCs), Subcommittees (SCs), and Working Groups (WGs); the U.S. participates as a member in the work of most of the roughly 2,000 such groups. The U.S. also serves as Secretariat of ISO/IEC Joint Technical Committee (JTC) 1, *Information Technology,* and several of its SCs.

International Organization for Standardization (ISO)

Following a meeting in London in 1946, delegates from 25 countries decided to create a new international organization, "the object of which would be to facilitate the international coordination and unification of industrial standards." The new organization, known as the International Organization for Standardization (ISO), began to function officially in 1947.

Note: Because the name of the International Organization for Standardization would have different abbreviations in different languages (IOS in English, OIN in French), it was decided to use a word derived from the Greek isos, meaning "equal." Therefore, the short form of the organization's name is always ISO.

The object of ISO is to promote the development of standardization and related activities in the world with a view to facilitating international exchange of goods and

services, and to developing cooperation in the spheres of intellectual, scientific, technological, and economic activity. The organization's scope covers standardization in all fields except electrical and electronic engineering standards, which are the responsibility of the International Electrotechnical Commission (IEC).

As a worldwide federation of national standards bodies, ISO's membership comprises more than 160 nations in three categories: member bodies, correspondent members, and subscriber members. A member body is the national body "most representative of standardization in its country"; it follows that only one such body for each country is accepted for ISO membership. ISO encourages the participation of developing nations and those with developing national standardization systems through its correspondent and subscriber members.

ISO has approximately 110 member bodies, and more than 70% of these are governmental institutions or organizations incorporated by public law. The remaining bodies have close links with the public administration in their own countries. Member bodies are entitled to participate and exercise full voting rights on any technical committee of ISO, are eligible for leadership positions, and have seats at meetings of the organization (the "General Assembly").

Both directly and through its member bodies, ISO brings together the interests of producers, users (including consumers), governments, and the scientific community in the preparation of International Standards. Standards-setting activities are carried out through about 3,300 TCs, SCs and WGs. More than 30,000 experts from all parts of the world participate each year in ISO technical work which, to date, has resulted in the publication of over 19,000 ISO standards and standards-type documents.

International Electrotechnical Commission (IEC)

Founded in 1906, the International Electrotechnical Commission (IEC) now comprises more than 82 national electrotechnical committees that collectively represent approximately 85% of the world's population and 95% of the world's electrical generating capacity. The work of the IEC is done through about 170 TCs and SCs and 450 WGs, each developing standards on the safety, performance, construction, and installation of electrical equipment and services for specific, well-defined product sectors. More than 6,000 international electrotechnical standards, in English and French, are listed in the IEC catalogue of publications.

One of the fundamental goals of the IEC is to bring into use a coherent and common set of electrotechnical standards worldwide. The benefits are two-fold: adoption of IEC standards by manufacturers removes barriers to international trade in electrical and electronic equipment, and specification of IEC standards by users ensures that they have a common and valid base for examining and comparing competing products. A measure of the success in meeting this goal is the fact that more than 100 countries now voluntarily adopt IEC standards as the basis of their national rules and standards. Many have adopted them without change.

The IEC does not, of course, work independently of other international bodies. While the IEC concentrates on standards in the electrical and electronic fields, including

some areas of telecommunications, the ISO is concerned with technical standards covering a diverse range of other subjects. The two organizations work closely together, in particular in a joint committee developing international standards in the information technology field.

Close relations are also maintained with the International Telecommunication Union (ITU), the European Committee for Electrotechnical Standardization (CENELEC), and many other organizations that produce standards, codes of practice, and rules for specific disciplines.

The IEC enjoys close links with other bodies in non-electrotechnical areas, as well. Among these are close liaison relationships with the World Health Organization (WHO), International Labor Office (ILO), International Federation of Standards Users (IFAN), and International Laboratory Accreditation Cooperation (ILAC).

International Telecommunication Union (ITU)

The International Telecommunication Union (ITU) is the United Nations specialized agency for information and communication technologies (ICTs). The agency allocates global radio spectrum and satellite orbits, develops the technical standards that ensure networks and technologies interconnect, and strives to improve access to ICTs to underserved communities worldwide.

An organization based on public-private partnership since its inception, ITU currently has a membership of 193 countries and over 700 private-sector entities and academic institutions. ITU is headquartered in Geneva, Switzerland, and has twelve regional and area offices around the world.

ITU membership represents a cross-section of the global ICT sector, from the world's largest manufacturers and carriers to small, innovative players working with new and emerging technologies, along with leading R&D institutions and academia. ITU is at the heart of the ICT sector, brokering agreement on technologies, services, and allocation of global resources like radio-frequency spectrum and satellite orbital positions, to create a seamless global communications system that is robust, reliable, and constantly evolving.

Founded on the principle of international cooperation between governments (Member States) and the private sector (Sector Members, Associates, and Academia), ITU is a global forum through which parties work towards consensus on a wide range of issues affecting the future direction of the ICT industry.

Useful Terms and Acronyms: Listed Alphabetically

AIC	ANSI ISO Council
AIF	ANSI ISO Forum
ANSI	American National Standards Institute
APEC	Asia-Pacific Economic Cooperation
CASCO	ISO Conformity Assessment Committee
CD	Committee Draft
CDV	Committee Draft for Vote (IEC)
CEN	European Committee for Standardization
CENELEC	European Committee for Electrotechnical Standardization
COPANT	Pan American Standards Commission
COPOLCO	ISO Committee on Consumer Policy
DA (IEC/CENELEC)	Dresden Agreement
DIS	Draft International Standard
DTR	Draft Technical Report
EC	European Commission
EDR	Essential Differences in Requirements
EN	European Standard
ENV	European Pre-standard
EOTC	European Organization for Testing and Certification
ETSI	European Telecommunications Standards Institute
EU	European Union
FDIS	Final Draft International Standard
FINCA	Forum of IEC National Committees of the Americas
FTAA	Free Trade Area of the Americas
HD	Harmonization Document
HOD	Head of Delegation
IAEA	International Atomic Energy Agency
IPC	ANSI International Policy Committee
IEC	International Electrotechnical Commission
ILO	International Labor Organization
IS	International Standard
ISO	International Organization for Standardization
ITU	International Telecommunication Union
ITU-D	International Telecommunication Union – Telecom Development

ITU-R	International Telecommunication Union – Radio Communications
ITU-T	International Telecommunication Union – Telecom Standardization
IWA	International Workshop Agreement
JCG	Joint ISO/CEN Coordinating Group
JTC	Joint Technical Committee
JWG	Joint Working Group
MT	Maintenance Team
NATSF	North American Trilateral Standardization Forum
NP or NWIP	New Work Item Proposal
OIML	International Organization of Legal Metrology
O-Member	Observer Member
P-Member	Participating Member
PAS	Publicly Available Specifications
PASC	Pacific Area Standards Congress
PrEN	Preliminary European Standard
PT	Project Team
PWI	Preliminary Work Item
REMCO	ISO Committee on Reference Materials
SC	Subcommittee
SDO	Standards Developing Organization
SI	International System of Units – Le Systéme International d'Unites
SMB	IEC Standardization Management Board
SPS	Strategic Policy Statement
TA	Technical Advisor
TAG	Technical Advisory Group
TC	Technical Committee
TMB	ISO Technical Management Board
TR	Technical Report
TS	Technical Specification
TSP	Proposal for a New Field of ISO Technical Activity
USNC	U.S. National Committee to the IEC
VA (ISO/CEN)	Vienna Agreement
WD	Working Draft
WG	Working Group
WHO	World Health Organization
WTO	World Trade Organization

Reference Documents

IEC/ISO Directives – Part 1, Procedures for the technical work

IEC/ISO Directives – Part 2, Rules for the structure and drafting on International Standards

IEC Supplement—Procedures Specific to IEC

ISO Supplement—Procedures Specific to ISO

USNC Model Operating Procedures

ANSI Procedures for U.S. Participation in the International Standards Activities of the ISO

NB: Annex B: Criteria for the Development and Coordination of U.S. Positions in the International Standardization Activities of the ISO and IEC

USNC Statutes and Rules of Procedure

ISO/IEC JTC 1 Supplement

www.jtc1.org

Global Relevance in ISO and IEC

Guidelines for Implementation of the ANSI Patent Policy

ISO Committee on Consumer Policy

ISO/CEN Vienna Agreement

IEC/CENELEC Dresden Agreement

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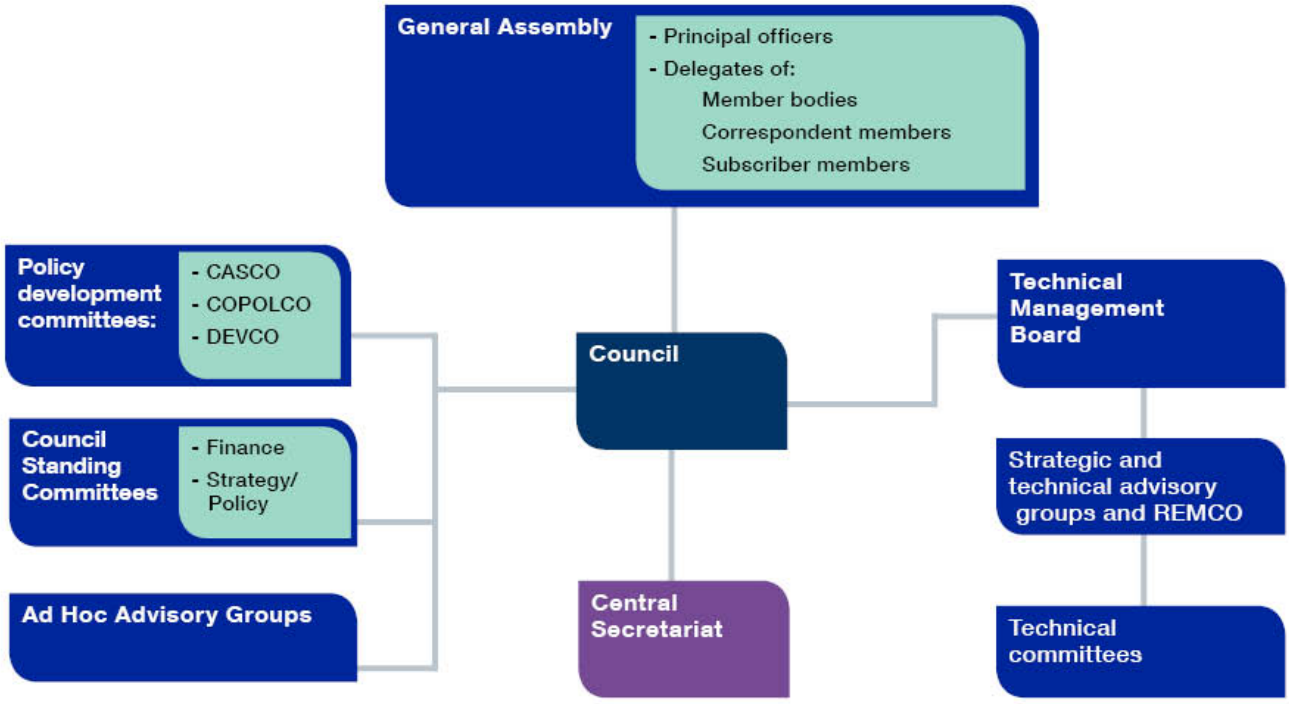
Organization Structure



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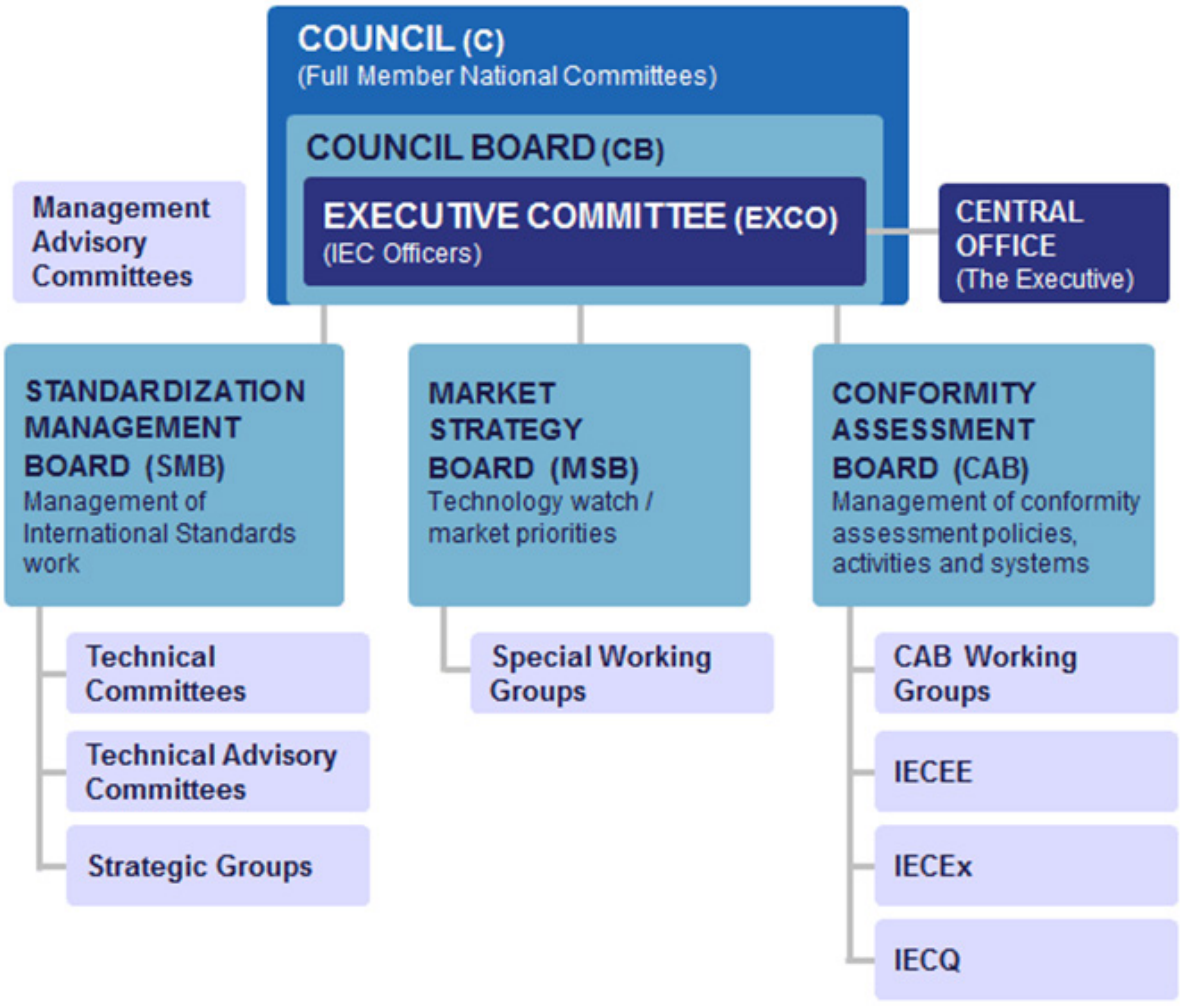

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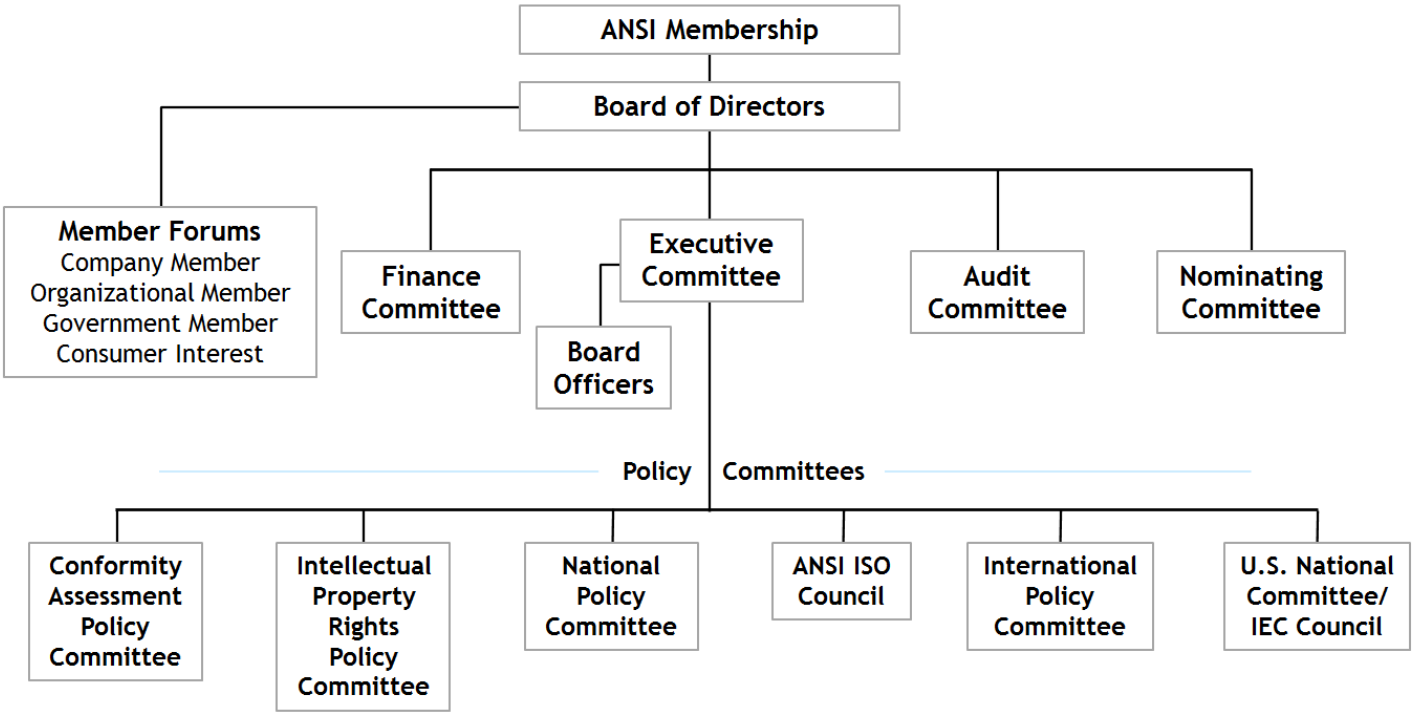

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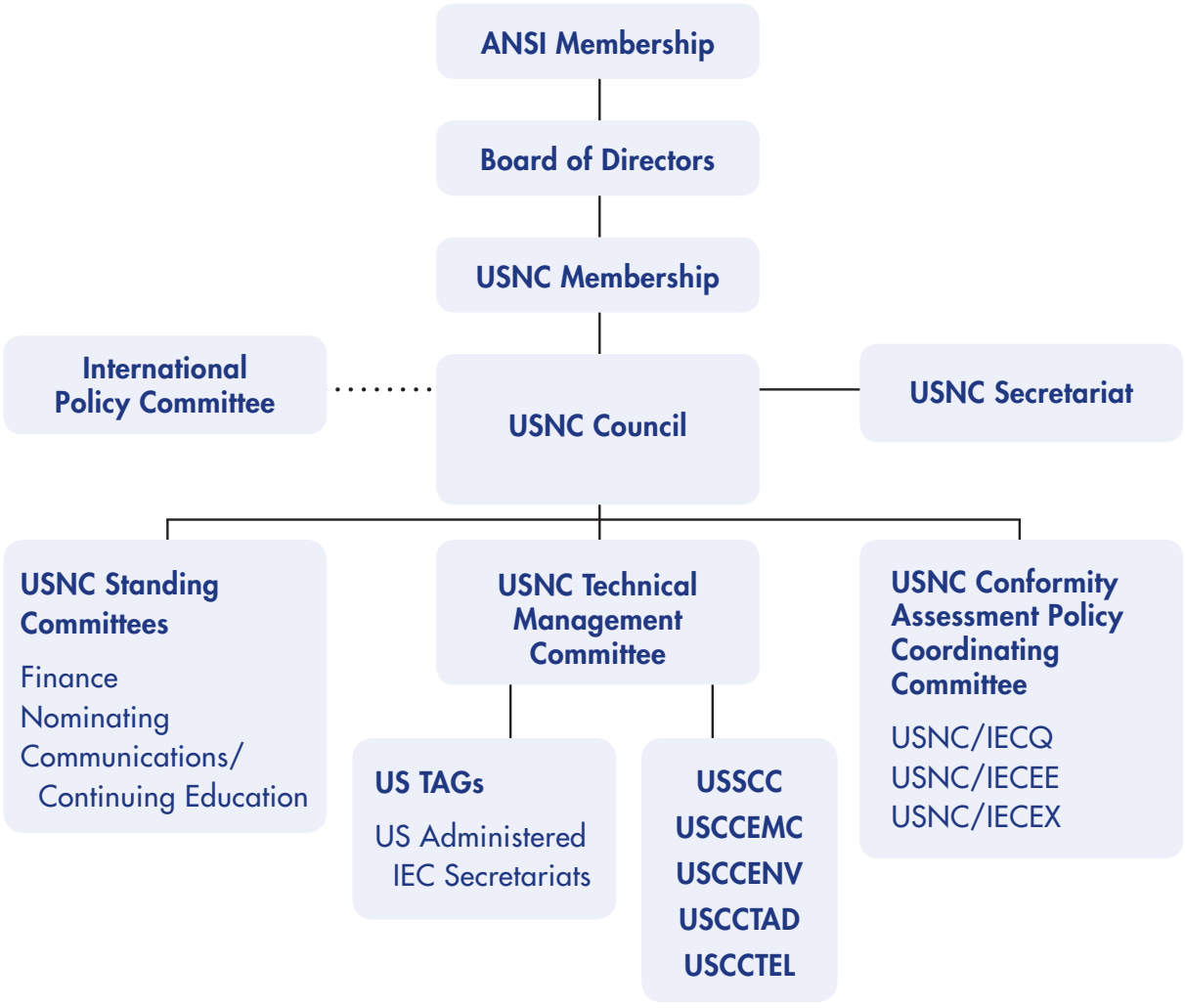
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