



2004 Framework for Action

1. Governance

Goal

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

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

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

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

Objectives, Strategies

1.1. Evaluate the effectiveness of new governance structure based on input received from the membership and from experience gained over the past year.

1.1.1. Propose recommended changes, including any necessary changes to the by-laws, as appropriate.

1.2. Broaden participation in the development of policy positions for more cohesive, inclusive and efficient processes.

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

1.2.2. Pursue opportunities to identify future leadership potential.

- 1.3. Work with all Institute Policy Committees to initiate a revision of the National Standards Strategy.
- 1.4. Implement the Business Model Ad Hoc Group recommendations approved by the Executive Committee.

2. International

Goal

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

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

ANSI is committed to facilitating private sector - public sector cooperation in pursuit of the strategic initiatives of the NSS.

Objectives, Strategies

- 2.1. Advocate and advance U.S. standardization policy in all relevant national, regional, and international bodies.
 - 2.1.1. Strengthen public/private sector cooperation to advance U.S. standardization policy.
 - 2.1.2. Ensure that U.S. input on the IEC Master Plan 2004 and the ISO Horizon 2010 initiative is effectively pursued.
 - 2.1.3. Ensure that U.S. interests are reflected in the patent policies of international and regional standards bodies.
 - 2.1.4. Foster increased cooperation with international and regional entities and improve their understanding of U.S. processes.
 - 2.1.5. Provide support to U.S. persons holding key leadership positions in ISO, IEC, COPANT and PASC.
- 2.2. Enhance global competitiveness of U.S. business, foster global trade, and work to meet the needs of and responsibilities to global society.
 - 2.2.1. Ensure that standards are globally relevant and meet societal needs related to safety, health and the environment.

- 2.2.2. Continue to advocate a sectoral approach to standards development and support the concept that there exist multiple approaches to the development of globally relevant standards.
- 2.2.3. Identify and advocate new and innovative approaches to international standardization that result in globally relevant standards.
- 2.2.4. Exert a leadership position in PASC that supports the development of globally relevant standards.
- 2.3. Support the effective technical participation and performance of the U.S. in international and regional policy and technical activities.
 - 2.3.1. Ensure effective administration of in-house ISO secretariats such that they are regarded as best in class, including working to establish secretariat budgets based on a flat fee.
 - 2.3.2. Position the JTC 1 committee as a leader in IT standardization.
 - 2.3.3. Conduct outreach and establish relationships with the new INCITS leadership to strengthen ties with ANSI and re-invigorate JTC 1.
 - 2.3.4. Provide U.S. leadership and influence in ISO/IEC/JTC 1/SC 37 (Biometrics), through direct management of the committee program and by providing guidance and training to U.S. individuals serving in leadership positions, participating as delegates, and serving as members of the US/TAG. Also, advance the successful introduction of the concepts of protection/security of personal data and personal data privacy into the SC37 work program.
 - 2.3.5. Facilitate, on behalf of U.S. interests, the introduction of new projects and/or fields of technical activity within ISO, IEC and any regional bodies where ANSI is a member.
 - 2.3.6. Develop and provide outreach, guidance and solutions on ISO and IEC procedural and policy issues affecting U.S. interests participating in ISO and IEC technical activities.
 - 2.3.7. Foster development and use of IT tools to better facilitate standards development processes in ISO.
- 2.4. Secure new and increase existing revenue streams to support ANSI's international standardization activities.
 - 2.4.1. Reevaluate existing sales and exploitation rights policies of ANSI, ISO and IEC.

- 2.4.2. Investigate the feasibility of an alternative U.S. deliverable to enable a U.S. “adoption” of all ISO and IEC standards.
- 2.4.3. Support ISO and IEC Commercial Policies Groups.
- 2.4.4. Pursue program of adoption of IEC standards in the U.S. and initiate information system to cross reference IEC and related U.S. standards.

3. Domestic

Goal

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

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

Objectives, Strategies

- 3.1. Facilitate a voluntary consensus standards process that is responsive to societal and market needs.
 - 3.1.1. Implement the Executive Standards Council’s Essential Requirements project.
 - 3.1.2. Implement operational efficiencies within the programs supported by the PSA Department.
 - 3.1.3. Ensure that responsive and efficient procedures govern the American National Standards process.
 - 3.1.4. Determine whether the current program design and requirements enhance the recognition of an American National Standard.
- 3.2. Pursue the National Standards Strategy initiative to broaden the U.S. standards “umbrella” to include all those organizations that are contributing to the standards system.
 - 3.2.1. Continue to explore what possible relationships, if any, ANSI should pursue with consortia, including an assessment of the viability of some type of accreditation.
- 3.3. Monitor major legal developments related to standardization.

- 3.3.1. Communicate, in a timely manner, recent legal developments related to (a) negligence/tort liability, (b) copyright issues, (c) general antitrust issues and (d) issues relating to the inclusion of proprietary intellectual property in standards to the ANSI SDO Legal Issues Forum.
- 3.3.2. Spur government action to address copyright issues arising when standards are referenced into law.
- 3.3.3. Implement NPC legal ad hoc recommendations.

4. Conformity Assessment

Goal

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

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

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

Objectives, Strategies

- 4.1. Identify those aspects of conformity assessment on which to focus, and define objectives for those activities through the new Conformity Assessment Policy Committee (CAPC).
- 4.2. Provide strategic direction and leadership for U.S. views on conformity assessment to the various fora where ANSI is represented.
 - 4.2.1. Encourage sufficient and effective volunteer leadership to serve on the ISO Conformity Assessment Committee (CASCO), the ANSI International Conformity Assessment Committee (ICAC), the ANSI Conference for Food Protection Conference (ACC), the Personal Certification Accreditation Committee (PCAC), the Joint Operating Board (JOB), and various other accreditation programs and councils.
 - 4.2.2. Provide strategic direction, oversight and support for the continued enhancement of ANSI International Accreditation Programs.

- 4.2.3. Advocate ANSI agendas at the Pacific Accreditation Cooperation (PAC), Inter-American Accreditation Cooperation (IAAC) and International Accreditation Forum (IAF).
- 4.2.4. Participate on the National Cooperation for Laboratory Accreditation (NACLA) Board of Directors.
- 4.2.5. Participate in the Inter-American Bank Accreditation Initiative in support of the FTAA.
- 4.3. Provide best-in-class accreditation programs that effectively serve the needs of specifiers and are accepted through recognition programs where necessary.
 - 4.3.1. Continue to implement and enhance the ISO 17024 accreditation program.
 - 4.3.2. Expand Guide 65 accreditation to attract at least 4 new product certification bodies.
 - 4.3.3. Evaluate accreditation programs and implement operational efficiencies.
 - 4.3.4. Offer educational courses for Conformity Assessment (e.g., 17024, comprehensive CA).
 - 4.3.5. Transform the ANSI-RAB (Registrar Accreditation Board) relationship through coordination and compatibility of program offerings and roles in Pacific Accreditation Cooperation (PAC), Inter-American Accreditation Cooperation (IAAC) and International Accreditation Forum (IAF).
- 4.4. Strengthen relationships with U.S. government agencies to recognize private sector led conformity assessment for both foreign and domestic regulatory needs.
 - 4.4.1. Enhance recognition of ANSI's accreditation services by the Departments of Agriculture, Health and Human Services, and Labor (OSHA).
 - 4.4.2. Be responsive to Department of Homeland Security needs for ANS data with regard to related Conformity Assessment certification information.
 - 4.4.3. Obtain additional NVCASE recognition (NIST) for other programs besides FCC-TCB.

5. Government Relations

Goal

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

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

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

We need to continue to foster federal use of, and participation in, standards activities, while we look for new opportunities to leverage our success at the federal level to attract new participation at the local and state levels. Efforts have begun to tap into the vast state and local government opportunities, and those efforts will be intensified during 2003.

Objectives, Strategies

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

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

5.1.2. Expand working relationships with staff of House and Senate committees, with increased focus on critical staff such as Appropriations and Judiciary Committees.

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

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

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

5.1.6. Position ANSI as a provider of U.S. and international standards, and work to secure a contract with the U.S. Department of Commerce or the State Department for desktop access to the American National Standards collection for appropriate U.S. embassy and trade promotion officials.

5.1.7. Monitor and track legislation referencing ANSI or American National Standards.

5.1.8. Review and revise existing MOUs and develop new ones with federal agencies as appropriate.

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

5.2.1. Maintain current government membership, and target at least three federal agencies and five state and or local government entities as members.

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

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

5.2.4. Identify and actively assist company or organizational members in targeted efforts to enact state legislation that specifically references voluntary consensus standards.

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

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

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

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

5.3.3. Identify areas where ANSI can provide needed standards and conformity assessment services to DHS.

6. Membership

Goal

To retain and increase ANSI's membership base.

Support and buy-in from a broad-based membership is key to ANSI's ability to successfully implement the strategic and tactical initiatives of the NSS. Given ANSI's role in promoting and facilitating the U.S. voluntary standardization and conformity assessment systems, and its role as U.S. representative in international and regional standardization and conformity assessment activities, it is

critically important that ANSI maintain a broad membership base, representative of a diverse set of industry sectors and interest groups. Therefore, membership growth, membership retention and member satisfaction are key elements to ANSI's success in 2004.

Objectives, Strategies

6.1. Pursue member relations efforts that demonstrate the value of ANSI membership, at all levels and across all segments, to increase the membership retention rate to at least 90%.

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

6.2. Develop and initiate an implementation plan to transition all members to the new membership structure, effective January 1, 2005.

6.2.1. Prepare for the transition of current members to the new membership structure and pricing model in 2005.

6.3. Increase total member count by at least 30% (975+ members), in accordance with approved projections.

6.3.1. Develop membership marketing action plans to support the new membership structure and pricing model.

7. Education & Training

Goal

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

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

Objectives, Strategies

7.1. Deliver fee-based education and training programs at full cost recovery.

7.1.1. Transition current instructor-led training courses to online delivery, where applicable.

7.1.2. Update current course content and develop new programs, as needed.

7.1.3. Increase the information resource(s) available in the Standards Education Directory Database.

7.2. Streamline the delivery system for instructor-led courses.

- 7.2.1. Develop and implement plan for conducting training sessions at ANSI member events and facilities.
- 7.2.2. Investigate a new pricing model for www.StandardsLearn.org.

7.3. Develop and initiate a long-term University Outreach Strategy.

- 7.3.1. Identify existing value-added information services for universities with a goal of growing the ANSI Educational Member base.
- 7.3.2. Promote the integration of standards and conformity assessment content in program curricula.

8. Communications

Goal

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

The 2004 Communications Plan supports the promotion of ANSI and the voluntary consensus standards process. Emphasis will continue to be placed on positioning statements of value in front of corporate decision makers, and subject matter experts, in order to attract quality participants and sustain broad-based membership and financial support of ANSI products and services. The 2004 plan will address public relations methods of reaching media, analysts, consumers and prospective members, as well as building on relationships with current members to promote ANSI and advance key messages.

Objectives, Strategies

- 8.1. Convey basic messages about the value of voluntary consensus standards and conformity assessment systems in every contact with the media.
 - 8.1.1. Stimulate the awareness of ANSI through news releases and articles that are trade and/or profession-specific.
 - 8.1.2. Pursue opportunities for ANSI's staff and volunteer leadership to promote the value of the voluntary consensus standards and conformity assessment system.
- 8.2. Develop mutually beneficial "public relations partnerships."
 - 8.2.1. Formalize "public relations partnerships" with standards developing organizations, government agencies and others.

8.3. Increase the reach of ANSI communications program.

- 8.3.1. Develop and place an "advertorial" in a mainstream business publication (i.e., *Business Week* or similar).
- 8.3.2. Evaluate the frequency and reach of various ANSI communications to the respective audiences.

9. Consumer Relations

Goal

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

One of ANSI's key roles is to further voluntary standards and conformity assessment activities that benefit the public health, safety, and environment, and to assure that the interests of the public are protected and represented in such activities. As most commerce depends ultimately on the response of the users for which a product or service is designed and fabricated, it is important for those writing standards to receive input from consumers. The *ANSI By-laws* define consumers as those individuals who use goods or services to satisfy their individual needs and desires, rather than to resell them or to produce other goods or services with them. Achieving greater consumer interest involvement in standardization is mandated by the National Standards Strategy, is supported internationally as evidenced by the recently revised *ISO/IEC Statement on Consumer Participation in Standardization*, will serve to foster greater public sector reliance on voluntary standards, will produce safer, healthier and more environmentally sound standards for products and services, and will enhance the effectiveness and credibility of ANSI as a federation representing all materially interested parties.

Objectives, Strategies

- 9.1. Expand efforts to educate consumers about the activities of the Institute, and the function and value of the voluntary consensus standardization system.
 - 9.1.1. Promote ANSI Online as a primary vehicle for providing standards information to consumers.
 - 9.1.2. Identify and pursue opportunities for ANSI representatives to speak at consumer conferences.
 - 9.1.3. Develop an e-learning course on consumer participation in standardization.
 - 9.1.4. Work with CIF to help educate and encourage increased consumer knowledge and participation.
- 9.2. Facilitate the representation of consumer interests in the voluntary consensus standards process.

- 9.2.1. Encourage standards developers to review consumer participation in their committees, determine if there is appropriate representation, and develop plans to address the results.
- 9.2.2. Develop and enhance relationships with consumer advocacy organizations, organized labor, and non-governmental/civil society organizations.
- 9.2.3. Identify consumer candidates for the ANSI Board of Directors and Institute Policy Committees, with particular focus on the International Policy Committee, National Policy Committee, and ANSI ISO Council.
- 9.2.4. Identify and pursue opportunities (e.g., ANSI Annual Conference, joint forum meetings, *ANSI Reporter*) to communicate the consumer's viewpoint on the policies and programs of the Institute.
- 9.2.5. Foster U.S. leadership in appropriate international venues on consumer priorities and concerns.

10. Sales

Goal

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

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

Objectives, Strategies

- 10.1. Enhance publication sales and information delivery activities and revenues through increased product offerings and greater efficiencies.
 - 10.1.1. Increase the number and breadth of standards collections available via the Electronic Store, especially the ANS collections, through mutually beneficial partnerships with SDOs.
 - 10.1.2. Pursue information technology improvements that will provide enhanced services and/or improved efficiencies in the publications sales and information delivery areas.
 - 10.1.3. Support the Department of Homeland Security (DHS) database project.

11. New Business Development

Goal

To develop new business and/or product development ideas and seek opportunities with standards developers and others to cooperate, collaborate and form strategic alliances.

Objectives, Strategies

11.1. Develop a business and technical proposal to introduce a web-based committee and document management product for use by U.S. standards developers.

11.1.1. Host the Standards Registry Committee website that provides information on the status of the committee's work related to developing a harmonized metadata guideline.

12. Operations

Goal

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

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

Objectives, Strategies

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

12.1.1. Maintain and enhance ANSI Online.

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

12.1.3. Maintain and enhance the ESS (cross ref to item to increase web-based pub sales).

12.1.4. Maintain and enhance iMIS Membership system.

12.1.5. Maintain and enhance Dynamics software.

12.1.6. Enhance accounting capabilities.

12.1.7. Maintain and enhance the NSSN Service.

12.1.8. Maintain and enhance basic IT and telecom infrastructure.

12.2. Ensure adequate financial resources for future growth.

12.2.1. Generate an overall surplus for the year.

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

12.2.3. Develop and implement an enterprise-wide business plan.

12.2.4. Maximize return on defined pension plan while maintaining an acceptable level of risk for this type of investment.

12.2.5. Maximize return on investments while adhering to the ANSI Investment Policy; this includes Board Designated Fund and four foundations established in 2002.

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

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

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

12.4.1. Enhance staff performance.

12.4.2. Provide cost effective, competitive salaries and benefits.

12.4.3. Provide an effective employee administration process.