

ANSI 2002 Framework for Action

Introduction

The National Standards Strategy

Since its approval by the ANSI Board of Directors in August 2000 the U.S. National Standards Strategy (NSS) has formed the basis of the Institute's strategic initiatives related to national and international standardization. It established a framework within which all interests – companies, government, non-government organizations, standards developers and consumers – can work to improve U.S. competitiveness abroad. The NSS contains set of strategic and tactical initiatives within this framework that can be used to achieve U.S. goals related to national and international standardization. It is intended that the NSS will be complemented by a national conformity assessment document that combines principles, activities and definitions in a manner that represents the national systems.

With the NSS as the core of the Institute's Strategic Plan for the next two years, the Executive Committee and the Senior Management have agreed on several areas of specific focus for 2002, namely: International, Membership Development and Member Segments, Government Relations, Operations, and Conformity Assessment. These are outlined in this ANSI 2002 Framework for Action. Taken together, the NSS, the 2002 specific areas of focus, as well as ANSI's on-going services and activities, form the basis of the work plan for 2002 as well as the basis for the 2002 budget.

4.1 International Objective:

Enhance global competitiveness of US business, advance US influence in all relevant national, regional, and international bodies, and work to meet the needs of and responsibilities to global society.

The global standardization system, of which the U.S. is a part, is addressing issues such as the explosion 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. International standards processes that are consensus-based, open, balanced, transparent, flexible and timely help to ensure that international standards are globally relevant and responsive to U.S. business interests. Our objective, therefore, is to strive toward improvements in international and regional standardization processes that reflect these principles. ANSI is committed to providing leadership in international and regional organizations to encourage a flexible sector-based structure and management and to further streamlining their processes and operations.

We will work within IEC, ISO, and regional bodies, as appropriate, to ensure that all policies and standards reflect global relevance and interests.

Within ISO and IEC we will:

- Develop, on an on-going basis, U.S. positions and proposals related to recommended changes to ISO and IEC policy and procedures to ensure global relevancy of standards and to guard against regional dominance;
 - o In support of ISO Council Resolution 43-2001 ANSI will participate in the Council dialogue on global relevancy and regional economic cooperation in ISO;
 - o The USNC/IEC will actively participate in the IEC Committee of Action Ad Hoc Group on Implementation Procedure for the IEC Policy on Global Relevance of IEC Standards and, when implemented, will schedule US workshop sessions to educate the USNC constituency on how to incorporate the policy into their standardization activities.
- Work to ensure that the ISO/IEC Patent Policy is not modified in 2002 or beyond such that United States IPR interests are unfairly minimized or compromised;
- Develop and seek approval of publications policies in ISO and IEC that support the needs of standards users and copyright owners;
 - o Seek in 2002 to resolve the disparity within IEC and ISO related to royalties from national bodies between international versions and nationally adopted versions of IEC and ISO standards.

Regionally, we will:

- Increase international outreach efforts through annual delegation trips to various world regions to meet with our counterparts and other entities to strengthen relationships, to understand their standards and conformity assessment systems, to agree on common positions on international and regional standards policies, and to conduct seminars as needed on the U.S. voluntary standardization and conformity assessment system. We will also consider the value-added of creating regional ANSI offices;
 - o In 2002, organize ANSI delegations to visit China, South America, and the Middle East or Central and Eastern Europe;
 - o If agreed, establish an ANSI regional office in 2003 and additional offices in 2004- 2005.

Internally, within the ANSI International Committee (IC) and the U.S. National Committee of the IEC (USNC), we will:

- Support the Governance Task Group recommendations as they relate to improving IC and USNC operations to establish overall policy objectives, monitor their implementation, and provide oversight to IEC and ISO activities effectively and rapidly;
 - o Modify processes in 2002 to develop positions for ISO and IEC more effectively, quickly, and with a broader member response;
- Educate and attract corporate executives to participate in the formal standards process, both at the development and policy setting levels;
 - o Beginning in 2002, hold an annual senior management symposium to educate and attract corporate executives.

4.2 Membership Development and Member Segments

4.2.1 Membership Development Objective:

Define and promote the value of ANSI to broaden and increase its membership base.

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. Support and buy-in from a broad-based membership is key to ANSI's ability to implement successfully the strategic and tactical initiatives of the NSS. Therefore, membership growth, membership retention and member satisfaction are key elements to our future success.

In recognition of the importance of these efforts, in 2001 the Institute increased its investment in membership, communications and education programs with the addition of qualified staff tasked to address each of these areas. In 2002, ANSI will undertake efforts to define the value of membership, attract new member leadership, develop a membership-marketing plan and improve our public relations activities. Further, 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 and expansion of ANSI's training and education activities.

To recruit and retain a steadily increasing number of members we will:

- Define prospective and existing member needs;
 - o Conduct a comprehensive member needs assessment in 2002 to define the value of ANSI membership;
 - o Develop a membership marketing plan that includes a membership recruitment and retention program for 2002 and beyond;
 - o Develop a comprehensive public relations campaign to implement in 2002 and beyond;
 - o Introduce in 2002 a program to attract and engage new members in Institute governance activities.

4.2.2 Member Segments Objective:

Provide access to standards and conformity assessment processes to meet global market needs, facilitate participation in the processes; coordinate and provide the forum to address diverse member interests, and advocate positions on behalf of US interests.

Our ability to support the needs of all ANSI member segments, including consumers, is critical to our mission. The majority of the strategic initiatives in the NSS address the needs of the various entities that are involved in or affected by U.S. standardization activities. ANSI will continue to promote cohesion among participants in the voluntary standards community, to increase the awareness and importance of American National Standards, to provide access to international and regional standardization fora, and to provide timely and relevant products and services that meet the needs of both our members and the general public.

To support our member segments we will:

- Facilitate the introduction of new candidate American National Standards into the ANS approval process;
- 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;
- Broaden the representation from existing member segments in order to increase participation and to build a significant resource base of future leaders for standardization and conformity assessment activities;
- Research and develop a white paper for review by the National Issues Committee in 2002 as to what possible relationships, if any, ANSI may have with consortia;
- Ensure that processes are efficient and credible;
 - o Work with the Executive Standards Council to finalize the Essential Requirements project in 2002 for final approval by the National Issues Committee;
 - o Develop a pilot web-based interface in 2002 for standards developers to submit and track their standards projects submitted to the PSA department;
 - o Implement an online meeting tool in 2002 with member participation;
- Continue to hold joint member council meetings to improve member communications and to provide a single forum for members to address key issues;
- Develop enhanced consumer interest information promoting standards and conformity assessment activities;
- Expand training initiatives to include web-based modules, and engage the ANSI Ad-Hoc Education Committee to review beta of first distance learning course.

Note: See section 4.5 for ANSI initiatives related to conformity assessment.

4.3 Government Relations

Establish a set of relationships between ANSI and government entities at all levels such that both are advancing the pursuit of their respective missions.

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.

The NSS encourages federal, state and local government involvement in voluntary standardization activities and advocates the use of voluntary consensus standards. Yet, the efficient and diverse nature of the U.S. standards framework results in the system being not fully appreciated, and not well understood by many government entities, especially at the state and local levels. To achieve these results we must increase the understanding of government agencies and officials about the U.S. voluntary standardization and conformity assessment systems.

The challenge of educating a large number of federal personnel, elected officials and an even larger number of state and local officials will require a long-term effort. It will require that we partner with our current government members who are active participants in the voluntary consensus standards system, and work with them to inform other agencies and governmental units of the benefits of using voluntary standards. It will require the enlistment of companies and organizations that share ANSI's concern to foster the voluntary consensus standards process in the U.S. to help carry the message. Finally, it will require that we develop a coherent and consistent message that our diverse membership can deliver collectively.

The key to long-term success is contingent upon developing mutually beneficial relationships with government entities at all levels. We will actively seek out these relationships, create them where they do not currently exist and foster them where they do. We will work to expand the success seen at the federal level with governmental use of private sector standards to the state and local level, and we will seek to expand the scope of standards use to entirely new areas.

To support our objective for government relations we will:

- Work in partnership with U.S. government agencies to ensure that international and regional standardization activities are not positioned as non-tariff trade barriers;
- Develop in 2002 relationships with House/Senate members/committees and Federal agencies, beyond traditional science committees;
- Develop in 2002 a marketing tool directed towards government entities at all levels to assist with efforts to increase government awareness and to assist with government membership recruitment efforts;
- Work to secure additional government funding (State and Federal) for ANST's international and domestic activities in 2002 and beyond.

4.4 Operations

Manage effective, efficient operations in a financially viable manner in order to meet membership needs in a rapidly changing environment.

In order for ANSI to accomplish all of the objectives described within the ANSI Framework for Action, ANSI must manage its business operations in an effective and efficient manner. We will continue to develop new business and/or product development ideas, and will seek opportunities with standards developers and others to cooperate, collaborate, and form strategic alliances.

ANSI will continue to use state-of-the-art electronic tools and solutions in its operations, and will ensure the staff is fully trained on relevant IT tools. In line with the NSS recommendation, ANSI will provide a forum for standards developers to work together so that everyone can take advantage of “best in class” technologies and processes. Recognizing the importance of its website to all operations, we will redesign and maintain *ANSI Online* using cross-functional team approach.

The Institute also will establish four separate foundations to support various activities (i.e., hosting of ISO and IEC international meetings, facilitating consumer interest participation, facilitating special research projects and/or educational initiatives), and determine if hosting a forum on funding for the standards community, as called for in the NSS, has the broad support of ANSI membership.

Finally, ANSI will encourage its staff to take advantage of opportunities for career enhancement through education and training as part of its employee development process.

Actions to be taken:

- Periodically review fee structures of all products and services to ensure that revenue is adequate to cover costs;
- Develop in 2002 a multi-year ANSI-wide marketing plan by revenue segment, beginning with activities that generate significant revenue (i.e., membership, standards sales, and conformity assessment), and evaluate appropriateness of ANSI-wide business plan;
- Role forward the existing 5-year financial model and update to account for changing business conditions and continuing development of the strategic plan;
- Quantify costs of governance restructuring recommendations, work to prepare proposed by-laws changes and inform ANSI members in 2002 – 2003;
- Create a cross-functional team to research and, if appropriate, implement an ISO 9001 based management system for ANSI during 2002 – 2003;
- Harmonize features between accreditation programs administered by the Conformity Assessment and Procedures and Standards Administration departments in 2002;
- Finalize in 2002 ANSI's Disaster Prevention and Recovery Plan.

4.5 Conformity Assessment

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 therefore, ANSI will take the lead to develop, as a complement to the National Standards Strategy, a national conformity assessment document. ANSI will identify those components of conformity assessment on which to focus, and define objectives for these components. We will encourage sufficient and effective volunteer leadership to serve on conformity assessment governance bodies, and provide strategic direction and oversight to conformity assessment governance bodies. We will provide leadership for U.S. views on conformity assessment to achieve global conformity acceptance of products and services through the development and use of a single internationally recognized conformity assessment framework. We will continue to support members' international conformity assessment objectives at the ISO Conformity Assessment Committee (CASCO), and continue to provide leadership for CASCO in 2002.

To support our conformity assessment programs we will:

- Participate and play a leadership role in national, regional and international conformity assessment fora to present U.S. views;
- Ensure that conformity assessment accreditation programs are effectively serving the needs of specifiers and are accepted through recognition programs where necessary;
- Continue to build relationships with U.S. government agencies to enhance the use of private sector led conformity assessments for both foreign and domestic regulatory needs;
 - o Expand accreditations of Telecommunication Certification Bodies (TCBs) under recognition by FCC;
 - o Enhance in 2002 recognition of Accreditation services by Department of HHS (especially through FDA and Agency for Healthcare Research and Quality);
 - o Enhance in 2002 recognition of Accreditation services by Department of Labor (especially via joint audits of nationally recognized test labs with OSHA);
 - o Explore in 2002 further ANSI recognition of National Cooperation for Laboratory Accreditation (NACLA) in support of NIST;
- Restructure the ANSI-RAB relationship to address financial considerations and compatibility of program offerings, and evaluate ANSI's role at the International Accreditation Forum (IAF);
 - o Attend Pacific Area Cooperation meeting(s) in 2002 to determine merits of potential membership;
 - o Expand cooperation in 2002 with Multi-State Working Group via Environmental Management System (EMS) Council liaison;
- Launch and expand a program to accredit Personnel Certifiers;
 - o Outreach in 2002 to domestic accreditors of personnel certifiers to expand market, especially healthcare;

- Convene, beginning in 2002, a National Workshop for Certifiers, and hold a symposium in conjunction with World Standards Week;
- Develop a conformity assessment marketing plan that will integrate with broader ANSI marketing plans, and that will identify appropriate educational vehicles to provide information on conformity assessment that is readily understandable, and promote ANSI's role.