PARTICIPATION IN NATIONAL MIRROR COMMITTEES
AND ISO STANDARDS DEVELOPMENT COMMITTEES

Presented by

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MODULES OF THIS SESSION

Module 1:
Stakeholder engagement on ISO proposals for new work and as members of National Mirror Committees (NMCs)

Module 2:
Establishment of NMCs and developing leaders of NMCs

Module 3:
Building consensus and strengthening effectiveness of NMCs

Module 4:
Effective participation in ISO meetings

Next steps and best practices for U.S.-China cooperation in ISO
Interested parties can engage in the ISO committee and provide influence by:

- Establishing a National Mirror Committee
- Nominating working group experts
- Sending delegates to ISO meetings
- Volunteering to serve as project leaders
- Serving as committee officers
STAKEHOLDER ENGAGEMENT ON ISO PROPOSALS FOR NEW WORK AND IN NATIONAL MIRROR COMMITTEES (NMCS)
MODULE 1 - STAKEHOLDER ENGAGEMENT

- Unions
- Business
- Regional Government
- Trading Standards
- Central Government
- Professional bodies
- Academia
- Government
- Industry
- Regulators
- Public interest
- Charities
- Consumers
- Public interest
- Trading Standards
STAKEHOLDER ENGAGEMENT IS THE ISO NSBs ROLE

- Raise awareness of the role of National Standards Body (NSB) across government, business, industry, consumers and third sector organisations

- Increase understanding of the role of voluntary consensus Standards

- Essential to involve all interested stakeholders in the development of International Standards

- Stakeholders want to engage in credible and important standardization

- Stakeholders need:
  - to understand the value of standards
  - to be convinced of the credibility and effectiveness of ISO international standardization, ISO standards and ISO standards development processes
  - to be identified early and engaged throughout the ISO standards development process
MODULE 1 - STAKEHOLDER ENGAGEMENT

FOCUS ON KEY ISSUES FOR EACH AUDIENCE

- Reputation (risk management, international versus private standard)
- Better behaviours (customer care, organisational development, corporate governance)
- Sales and exports (efficiency savings, removal of barriers to trade)
- Safety (alternative to regulation)
- Innovation (accelerating routes to market, increasing investor confidence)
- Clarity (for example in food labelling, flood risk or responsible innovation)

DEFINE VALUE PROPOSITION BY AUDIENCE
**MODULE 1 - STAKEHOLDER ENGAGEMENT**

**KEY QUESTIONS FOR NSBS TO CONSIDER**

- Who may be positively or negatively affected by the standard?
- Who is likely to express concerns about the standard?
- Who has been involved in similar standards in the past?
- Who can help the standard address specific impacts?
- Who would be disadvantaged if excluded from engagement?
- Are there new stakeholders to engage since last time we considered this standard?
- Have we considered the impact of the standard at different levels: local, national, regional, international?
- Have we considered different stakeholder categories: academia, business, labor, consumers, service, NGOs, government agencies?
MODULE 1 - STAKEHOLDER ENGAGEMENT

PRINCIPLES and GUIDANCE:

- Proposers shall indicate relevant stakeholders in the proposal

- Stakeholders will vary from subject to subject

- NSBs are expected to inform and seek input from relevant stakeholders

- All relevant stakeholders should have equal opportunity to be engaged

- NSBs must inform stakeholders as early as possible

- NSB decisions must be based on consensus
  - decide whether to support new work based on stakeholder input
  - record the range of stakeholders involved
  - communicate agreed position to all engaged stakeholders
MODULE 1 - STAKEHOLDER ENGAGEMENT

PRINCIPLES AND GUIDANCE

- Engage stakeholders in a step-wise fashion:
  - Identify potential national stakeholders
  - Inform the stakeholders - What are standards? What is this project? How could it impact you? How will it be applied?
  - Collect feedback from stakeholders
  - Identify stakeholders willing to participate

- Engage stakeholders through many channels - postal service, email, press releases, teleconferences/webex meetings, web sites, social media - be proactive and flexible

- Consult with other NSBs for advice and best practices
MODULE 2

ESTABLISHMENT OF NMCS
AND DEVELOPING LEADERS OF NMCS
MODULE 2 - NATIONAL MIRROR COMMITTEES

NMC ROLES AND RESPONSIBILITIES

- Determine national positions and comments on action items of an ISO committee and advise the delegation of any flexibility it may have on these positions.

- Nominate experts to serve on ISO working groups.

- Provide assistance to secretariats of ISO committees held by the NSB.

- Identify and establish close liaison with other NMCs in related fields, or identify ISO or IEC activities that may overlap.

- Recommend the acceptance of secretariats for ISO committees.

- Recommend that the NSB invite the ISO committee to meet in the country.

- Recommend candidates for ISO committee chairs or ISO WG convenors.
MODULE 2 - NATIONAL MIRROR COMMITTEES

NMC ROLES AND RESPONSIBILITIES

- Recommend registration of the NSB as a Participating (P) or Observing (O) member of the ISO committee

- Initiate and approve NSB proposals for new ISO work

- Initiate and approve national working drafts for submittal to the ISO committee for consideration

- Determine the national position on draft ISO deliverables, questionnaires, draft reports of meetings, etc.

- Provide adequate national representation to ISO committee meetings, designate heads of delegations and members of delegations
MODULE 2 - NATIONAL MIRROR COMMITTEES

NMC ADMINISTRATOR/SECRETARY ROLES AND RESPONSIBILITIES

- Organize the NMC

- Serve as the designated point of contact between the NSB and the NMC

- Serve as the primary administrative coordinator for all NMC operations, including:
  - arrangements for meetings
  - timely preparation and distribution of documents related to the work of the U.S. Mirror committee
  - maintenance of appropriate records

- Ensure active participation of NMC members on relevant actions
COSTS OF ADMINISTERING AN NMC

- Staff time
- Office equipment and supplies
- Meeting logistics
- Travel
- NSB fees
Formation of NMCS Within ANSI

- ANSI normally looks to the body that develops U.S. national standards in a particular standards area to serve as the U.S. National Mirror Committee Administrator.

- The U.S. National Mirror Committee Administrator shall take responsibility for contacting U.S. national interested parties who might reasonably be expected to be, or who indicate that they are, directly and materially affected by the ISO committee’s work, to solicit requests for membership on the U.S. National Mirror Committee.
ANSI NMC ADMINISTRATION ASSIGNMENT

- Administration of a U.S. NMC may be assigned by ANSI to
  - an external organization
  - ANSI

- In either case, there shall be a three year commitment to cover all costs associated with serving as U.S. NMC Administrator

- Assignment of multiple NMC administrators for the same ISO committee shall be avoided wherever possible, but may be authorized under exceptional circumstances
  - Only one of the organizations shall be designated as the party with whom ANSI shall interface
ANSI accredits U.S. NMCs to provide assurance that U.S. consensus positions have been developed in accordance with the relevant ANSI procedures and in compliance with globally accepted standardization principles, including openness, balance, due process, and consensus.
MODULE 2 - NATIONAL MIRROR COMMITTEES

ANSI PROCEDURES FOR U.S. PARTICIPATION IN THE INTERNATIONAL STANDARDS ACTIVITIES OF ISO

- Annex A
  Model Procedures for U.S. Mirror Committees
  (Optional, NMCs may develop their own, but they must be generally consistent with these model procedures)

- Annex B
  Criteria for the Development and Coordination of U.S. Positions in the International Standardization Activities of the ISO and IEC
MODULE 2 - NATIONAL MIRROR COMMITTEES

ANSI NMC ACCREDITATION PROCESS

- Identification of the need for an NMC by relevant U.S. stakeholders
- NMC Administrator preparation of the “accreditation package”
- Public review and comment of the request for accreditation
- Resolution of any comments resulting from public review and comment
- Final accreditation approval by the ANSI Executive Standards Council
MODULE 2 - NATIONAL MIRROR COMMITTEES

U.S. NMC MEMBERSHIP

An initial U.S. Mirror Committee membership list (organizations and their representatives) must be submitted with the accreditation application package. Members must satisfy the definition of U.S. National Interested Party (see ANSI International Procedures):

U.S. National Interested Party: One of the following entities directly and materially affected by the relevant standards activity:

- an individual representing a corporation or an organization domiciled in the U.S. (including U.S. branch offices of foreign companies authorized to do business in one or more states);

- an individual representing a U.S. federal, state or local government entity; or

- a U.S. citizen or permanent resident.
NMC CHAIRS AND SECRETARIES - PRINCIPLES AND GUIDANCE

- Selection of the NMC chair and secretary should take place as soon as possible after the decision to form the NMC.

- The NMC secretary role can be internal or external to the NSB staff.

- If the NMC secretary role is external, it is recommended that the NSB and the external organization have a written agreement covering the assignment of roles and the monitoring of performance.

- NMC chairs should be selected based on ability to lead, subject matter knowledge, willingness to be involved longer term, and knowledge of ISO processes.

- NMC secretaries should be selected based on knowledge of ISO rules and procedures, availability of resources to manage the work over time.

- NMC chairs and secretaries are expected to act neutrally, engage stakeholders in a fair and equitable way, and lead the NMC to consensus decisions.
The selection of the NMC chair and secretary should be on the agenda of the first NMC meeting.

NSBs appoint the NMC chair and secretary, in some cases based on recommendations from the NMC.

Effective chairing is essential and includes managing the process, resolving disagreements, finding consensus, managing meetings of diverse stakeholders.

NMC chairs may need training focused on the skills detailed above.

Effective NMC secretaries know the ISO rules and procedures, including IT-tools and drafting, and may need training on these aspects.

NSBs may wish to network their NMCs in order that leaders may share best leadership practices.

NSBs have a responsibility to ensure that NMC chairs and secretaries are updated on changes to the ISO Directives.
MODULE 3

BUILDING CONSENSUS AND STRENGTHENING EFFECTIVENESS OF NMCS
MODULE 3 - BUILDING NMC CONSENSUS AND STRENGTH

PRINCIPLES AND GUIDANCE

- Any national stakeholder may comment but the NSB determines and is responsible for its national process for developing its positions on ISO work.

- Approaches or processes may vary and should continually be reviewed and improved, but any approach should be based on stakeholder engagement and consensus.

- A description of how the NSB determines its national positions should be publicly available or provided to stakeholders on request.

- Forming a new National Mirror Committee is a common and recommended approach, and at times other existing NMCs may need to be consulted.

- Where possible, NSBs should rely on existing NMCs.

- All stakeholders and participants should respect national consensus positions.

- NSBs should have procedures for dispute resolution, abstention and appeals as needed.
Arguments for and against existence of a standard are addressed at the project proposal stage, not throughout development of the standard.

NSBs should address and try to resolve all views expressed.

NSBs should keep a record of which national stakeholders were involved.

NSBs should communicate decided positions clearly to all stakeholders.

Appeals should be handled informally if possible, but any formal appeal process should be fair, transparent and neutral.

Engage different means to establish consensus (postal service, email, press releases, teleconferences/webex meetings, web sites, social media) - be proactive and flexible.
PRINCIPLES AND GUIDANCE

- All NMC members should have equal rights to information and participation
- Attempts should be made to achieve stakeholder balance without dominance by any one stakeholder category
- NMC membership should be reviewed regularly
- NMC members should be encouraged and helped to learn about standardization procedures
- NSBs should provide information, advice and training to all NMC members
- Any participation fees for NMCs should be reasonable / fair and information on funding mechanisms for underrepresented stakeholders should be clearly communicated
- Fee waiver or fee reduction options are recommended
MODULE 4

EFFECTIVE PARTICIPATION IN ISO MEETINGS
MODULE 4 - ISO MEETING PARTICIPATION

BENEFITS OF PARTICIPATING AT THE INTERNATIONAL LEVEL

- Competitive intelligence (early involvement provides a window on technology implementation)
- Informal benchmarking (understanding where your organization stands in the market)
- Opportunity to influence domestic and international policy
- Forum for the presentation of national, corporate or, perhaps, personal positions
- Opportunity to comment upon proposals submitted by others
MODULE 4 - ISO MEETING PARTICIPATION

EFFECTIVE DELEGATES AND EXPERTS SHOULD

- Have demonstrated competence in the field in which the committee is writing standards
- Have the ability to represent the NMC consensus viewpoints in a clear, concise and persuasive manner
- Attend meetings and actively participate in the development of a project
- Share information obtained through WG discussions with other members of the NMC so that NMC positions can be formulated in a consistent and uniform manner
**MODULE 4 - ISO MEETING PARTICIPATION**

**PRINCIPLES AND GUIDANCE**

- National delegations / experts are appointed by NSBs, usually from among the NMC members.

- Delegates / experts should be identified by the NMC.

- All relevant stakeholders who are NMC members should be given fairly and equitable consideration to serve as a delegate or expert.

- The NSB delegation should be composed to represent all aspects of the national position and comments.

- National experts to an ISO WG should be selected on the basis of their technical expertise.
MODULE 4 - ISO MEETING PARTICIPATION

PRINCIPLES AND GUIDANCE

- Technical expertise, effective communications skills, funding and willingness to participate and provide continuity of participation over time are important.

- Any funding mechanisms for delegates and experts should be fair and equitable to any who need funding support.

- Delegations and experts should know ISO rules/procedures, have access to relevant documents, and brief the NSB/NMC before/during/after the ISO meetings.

- The national delegation should if needed request to consult with its NMC if new business is brought up at ISO meeting, before decision is taken.

- Delegates and experts should know before the ISO meetings as to how much flexibility they have to negotiate on the national position as well as the positions of other NSBs.
MODULE 4 - ISO MEETING PARTICIPATION

PRINCIPLES AND GUIDANCE

- At an ISO Committee meeting, all delegates represent the NSB and shall communicate only the consensus NSB positions and comments.

- To work effectively, the delegation must act in cooperation with representatives from other countries.

- If there are multiple delegates attending the meeting, one individual shall be designated as the Head of Delegation (HoD).

- The HoD shall call for consultations among the NSB delegates as needed.

- The HoD speaks for the entire NSB delegation. When appropriate, the HoD may designate another delegate to speak on a particular topic or point.

- The HoD shall report back to the NMC on the results of the ISO committee meeting.
MODULE 4 - ISO MEETING PARTICIPATION

EFFECTIVE DELEGATES AND EXPERTS SHOULD
- Participate actively and fully in the formal meetings (e.g., plenary and WG meetings) and in the informal gatherings and social events.
- Benefit from unique networking opportunities and learn from international colleagues.
- Get to know the delegates and experts from the other countries - these relationships are invaluable and allies can be useful key contacts.

EFFECTIVE DELEGATES AND EXPERTS SHOULD AVOID
- Actions that will reflect adversely on themselves, their employers, their NSBs.
- Airing differences of opinion within the NSB delegation in front of delegates and experts from other countries.
- Undermining and disassociating himself/herself from the official NSB position.
- Arguing, or even implying, that other countries should accept a position simply because it is his or her NSB’s position.
OPEN DISCUSSION

NEXT STEPS AND BEST PRACTICES FOR U.S.-CHINA COOPERATION IN ISO
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