3. Performance in the standards development system and new time frames

The use of modern project management techniques and tools has been a high-priority strategic issue for ISO for several years and the TMB had called upon all ISO committees to establish realistic target dates for the principle standards development stages as required by the ISO/IEC Directives. It has also announced in the past that its aim is to measure the performance of committees by the extent to which they respect the target dates they have fixed.

Recent analyses of the Central Secretariat database indicate that visible reductions in the standards development times have occurred over the last few years. The average time needed for the standards which were published in the year 2002 stands at 3,6 years. One of the main reasons for this improvement is that the development process started with more mature documents. It must, however, also be recognized that in some cases, projects had been cancelled because they exceeded the maximum time frames and were then re-introduced at later process stages.

As already reported in the last TMB Communiqué, the TMB has decided to introduce three different standards development tracks. The first, the "accelerated" track, aims to produce a standard within **two years**. The second, "default" track aims to produce a standard in **three years**. The last track recognizes that some standards projects may be complex and for these cases a **four year** timeframe is foreseen. As from **1 September 2003** all new work approved by committees shall be assigned to one of these development tracks and target dates fixed accordingly.

Also as from **1 September 2003,** the time periods after which a project will be automatically cancelled will be modified such that

- **projects which have not moved for the last two years will be automatically cancelled (instead of the current three years)**,

- **projects which have not reached the publication stage after five years will be automatically cancelled (instead of the current 7 years)**.

In both cases, the Central Secretariat has been asked to give **12 months advance notice** of the possibility of cancellation.

Please note that the Central Secretariat has decided that the calculation of the maximum project time resulting from the choice of one of the three development tracks will also be applied to projects which are registered at stage 10.99 *New project approved*.

It should be noted that the TMB is not trying to impose these time frames on the ISO committees, but is following the requests expressed by the stakeholders of ISO and especially of industry for a further shortening of the standards development times. It is evident that, in order to implement these time frames, project management techniques need to be applied throughout the development process.

In Annex A you will find a presentation by the DIN representative to the TMB, who chaired the TMB's special Task Force on this subject, which gives a concise overview of the new approach.

Dipl.-Ing. Ernst-Peter Ziethen
Director International of DIN

Timeframes for the Development
of International Standards

Geneva, 2003-06-06

DIN Deutsches Institut für Normung e. V.
Burggrafenstraße 6, 10787 Berlin, Germany. http://www.din.de

1

ISO's Major Strategies 2002-2004

- Increasing ISO's market relevance

- Strengthening ISO's international influence and institutional recognition

- Promoting the ISO system and its standards

- Optimizing the use of resources

- Supporting national standards bodies in developing countries

2

Increasing ISO's Market Relevance

- Improving systematic priority-setting

- Proactive application of project management concepts and techniques

- Periodic re-evaluation of the need to maintain standing committees

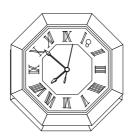- Enhancing TC/SC leadership training and ensuring secretariat support obligations

3

Important Objectives for 2003

- Implementation of procedures, services, tools and supporting actions to ensure optimal use and maintenance of TC business plans

- Refinement of the Standards Value Assessment Tool (SVAT)

- Consultation with TCs and stakeholders to favour the promotion of TC business plans and collection of input from market forces

4

New Project Management

Reduction of the time required for the
development of International Standards

Goal: 36 months

New Project Management

Call for action

There is a need for an appropriate relation
between Work Programmes and available
resources. Overload has to be avoided.

Potential alternatives:

⮂ Deletion of Work Items

⮂ Increase of standards production

⮂ A combination of both

New Project Management

Conclusions

➲ Major reforms are needed

➲ The goal (36 month) can be reached

➲ For that purpose we need the dedicated commitment of the National Standard Bodies and all interested parties

---

"Bottlenecks" in the Standardization Process

- Performance of TC/SC secretariats (lack of efficient project management)

- Communication between Chairs and Secretariats (e. g. insufficient cooperation between the meetings, willingness to be led rather than to lead, etc.)

- The "waiting for the next meeting" syndrome

Actions to be taken

- Improving TC/SC project management
- Strong leadership from the Chairs
- Professional support for WG conveners, i. e. support for drafting standards, using templates, and how to "get it right first time"
- Strong commitment from NSBs holding the TC/SC secretariats
- More focused training by ISO/CS
- WGs to be required to work continuously (not just before the TC/SC meeting)

9

Speeding up the standardization process

- Introduction of a preliminary stage to deal with New Work Items before their registration as an active work item

- Introduction of a timeframe for delivering a document and taking care of the comments received

- Using new deliverables when projects are not progressing

10

Critical Review of New Work Item Proposals

- Is there substantial technical need?
- Is there a strong political demand?
- Has the feasibility of the project been proven?
- Is the state of technology sufficiently stable?
- Are there suitable reference documents existing?
- Is the necessary expertise available?
- Can adequate logistic resources (secretariat capacity, hosts for meetings) be made available?
- Which procedures should be used?
- Which deliverables would be suitable for the given purpose?

11

Timeframes for technical work

> Standardization projects have to be managed like projects in industry.

- Before starting the work, the market need has to be analysed carefully.
- A clear understanding on the expected date of availability of the standard is needed.
- TCs or SCs are responsible for <u>managing</u> the technical work.

12

Criteria for selecting the timeframe

- **Market relevance:** Expectations from industry and other stakeholders have to be taken into account.
- **Priority:** There should be a clear understanding at what point in time the International Standard will be needed by the market.
- **Resources:** There should be a clear commitment from stakeholders that they are prepared to allocate the resources for meeting the selected timeframe.

13

Timeframes for the development of IS

Possible alternatives

Recommended timeframe	36 months
Accelerated timeframe	24 months
Enlarged timeframe	48 months

The TC/SC has to decide at the beginning of the work which of these timeframes applies.

14

Recommended timeframe (Default timeframe)

Project stage	Milestones	Sub-stage	Project time
Preparatory stage	Registration of approved new work item (AWI)	20.00	0
Committee stage	Registration of Committee Draft (CD)	30.00	**12**
Enquiry stage	Registration of draft International Standard (DIS)	40.00	**18**
Approval stage	Registration of final draft International Standard (FDIS)	50.00	**30**
Publication stage	Publication of International Standard (IS)	60.60	**36**

Accelerated timeframe

Project stage	Milestones	Sub-stage	Project time
Preparatory stage	Registration of approved new work item (AWI)	20.00	**0**
Committee stage	Registration of Committee Draft (CD)	30.00	**n. a.**
Enquiry stage	Registration of draft International Standard (DIS)	40.00	**6**
Approval stage	Registration of final draft International Standard (FDIS)	50.00	**18**
Publication stage	Publication of International Standard (IS)	60.60	**24**

Enlarged timeframe

Project stage	Milestones	Sub-stage	Project time
Preparatory stage	Registration of approved new work item (AWI)	20.00	0
Committee stage	Registration of Committee Draft (CD)	30.00	**12**
Enquiry stage	Registration of draft International Standard (DIS)	40.00	**24**
Approval stage	Registration of final draft International Standard (FDIS)	50.00	**43**
Publication stage	Publication of International Standard (IS)	60.60	**48**

Target date for <u>DIS</u> is not met

Actions to be taken by the TC or SC:

a) DIS – if technical content is acceptable and mature

b) TS – if technical content is acceptable but unlikely sufficient mature for a future International Standard

c) TR – if technical content is not regarded acceptable for a future IS or TS, but nevertheless of interest to the public

d) Request to TMB for granting an exception – if no consensus can be reached, but if there is strong interest from stakeholders to continue

e) Delete the WI – if TC/SC is unable to find a solution

Target date for <u>FDIS</u> is not met

Actions to be taken by TC or SC

a) FDIS – if the technical content is acceptable and mature
b) TS – if technical content is acceptable but not sufficient mature for an IS
c) TR – if technical content is not acceptable for an IS or TS, but nevertheless of interest to the public
d) Publish the "state of the debate" – if no consensus can be reached, but if the work is still market relevant
   • Second DIS
   • Request to TMB for granting an exception
e) Delete the WI – if TC/SC is unable to find a solution

19

Actions to be taken by ISO/CS and TMB

A project is cancelled automatically:

• if the target dates for DIS (stage 40.00) or FDIS (stage 50.00) are not met and if the TC or SC has not taken and implemented a decision within 6 months after the target dates have expired,
• if the maximum timeframe (5 years) is not met and if the TC or SC does not provide appropriate justifi-cation which would allow TMB to grant an exception,
• if there is no visible progress within 2 years (i. e. no change of stage code) and if the TC or SC does not provide appropriate justification which would allow TMB to grant an exception.

20

Conclusions

TCs and SCs are expected to __manage__ their work programmes pro-actively.

- The progress of work has to be monitored.
- Appropriate action has to be taken if projects are delayed.
- When establishing their work programmes, TCs and SCs should consider very carefully whether the conditions for meeting the target timeframes are fulfilled.

21