



toolkit

2019 edition

Getting started **t o o l k i t**

***for ISO Committee
Managers***

Getting started **t o o l k i t**

for Committee Managers



Contents

Abbreviations	3
Introduction	5
1. The role of Committee Manager	6
2. Training – ISO Committee Managers’ week.....	7
3. ISO Rules and procedures	8
3.1 ISO Procedures – ISO/IEC Directives	8
3.2 The ISO Code of Conduct	8
3.3 The ISO Global Relevance Policy	8
3.4 Intellectual Property rights/Copyright/Trademarks	9
3.5 Competition law guidelines.....	10
3.6 Policy on communication of committee work and Data Protection Policy	10
4. Project management	11
4.1 Time for change	11
4.2 Plan to succeed, hit your targets and work together.....	12
4.3 ISO deliverables and development tracks	13
4.4 Tools and guidance	17
5. Preparation of ISO deliverables (IS, TS, PAS, TR)	18
5.1 Guidance and rules on drafting standards	18
5.2 Submitting drafts to ISO/CS	18
6. Preparation of other committee documents	19
7. Participants in ISO’s technical work	20
7.1 ISO membership status.....	20
7.2 Delegates vs experts	20
7.3 Liaisons	22
8. Meetings	23
8.1 The role of the Committee Manager in ISO meetings	23
8.2 Hosting of meetings.....	24

8.3 Meeting organisation and management – checklists....	24
8.4 Meeting agenda.....	25
8.5 Writing resolutions	25
9. ISO electronic applications (e-Services).....	27
9.1 Access.....	27
9.2 ISO eCommittees.....	27
9.3 ISO Projects	30
9.4 The submission interface.....	31
9.5 Other electronic applications.....	31
10. Check your knowledge – Committee Managers quiz ..	33
11. Other useful resources and links	34
Who to ask for help	34
Other useful sources of information	34
Other key policies and guidance	35
ISO online	35
Annex A: Meeting organization and management for Committee Managers	37
References (rules and procedures)	37
Additional considerations when scheduling a meeting	37
Planning for TC or SC meetings: checklist	38
Annex B: Examples of Well Written Resolutions	41
Approving a liaison with another TC	42
Creating a new liaison with organization.....	42
Establishing new subcommittees or working groups.....	42
Approving a new project	43
Approving a revision or amendment of an existing standard.....	43
Advancing documents/registering documents for next steps.....	44
Systematic review decisions	44
Next meeting details	45

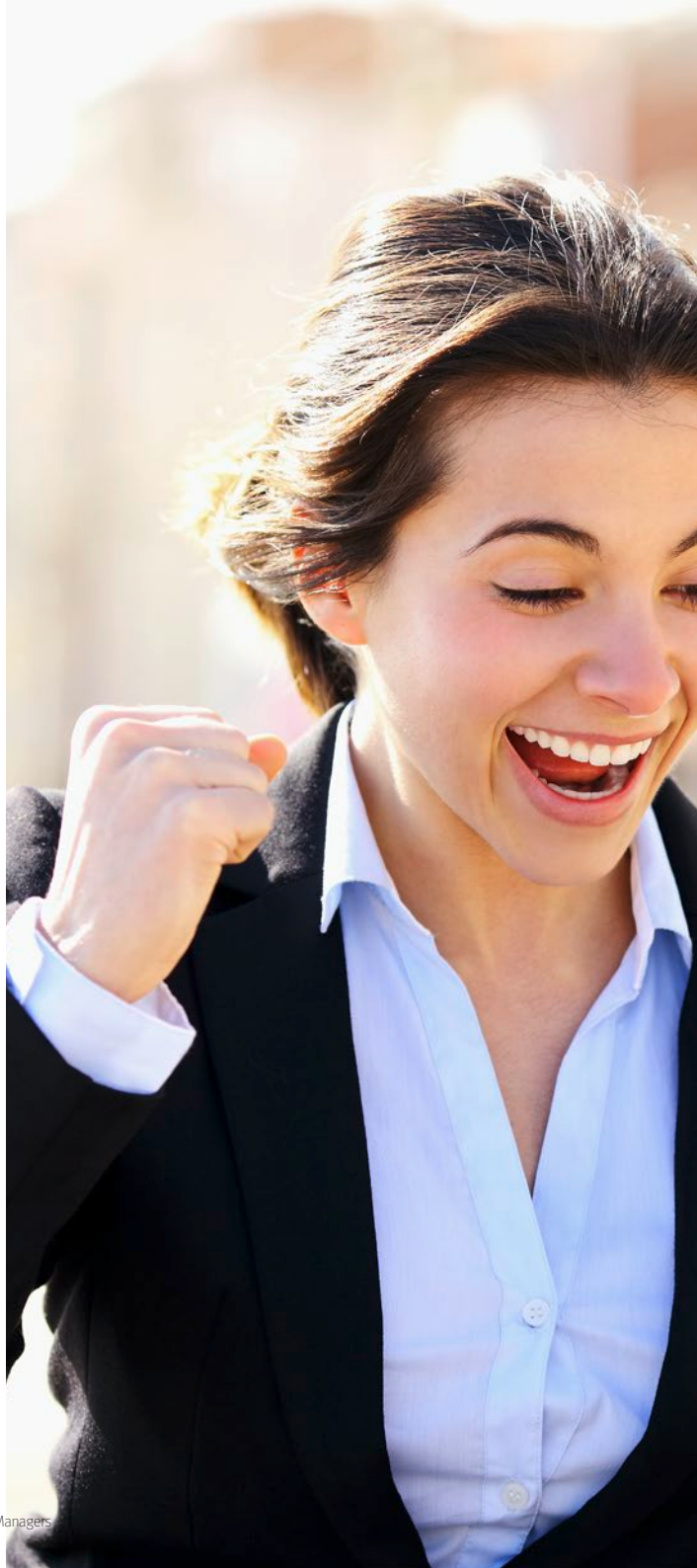
Abbreviations

- ▶ CD Committee Draft
- ▶ DIS Draft International Standard
- ▶ FDIS Final Draft International Standard
- ▶ IEC International Electrotechnical Commission
- ▶ IPR Intellectual property rights
- ▶ ISO International Organization for Standardization
- ▶ ISO/CS International Organization for Standardization/
Central Secretariat
- ▶ NSB National standards body
- ▶ NP New work item proposal
- ▶ SC Subcommittee
- ▶ TC Technical committee
- ▶ TMB Technical Management Board
- ▶ TPM Technical Programme Manager
- ▶ WD Working Draft
- ▶ WTO World Trade Organization

This information document has been designed to assist ISO committee managers in ISO's technical work. It is a guidance document only.

The **following publications** prevail in any case:

- ▶ **ISO Statutes**
- ▶ ISO/IEC Directives – Part 1 – Procedures for the technical work
- ▶ ISO/IEC Directives – Part 2 – Rules for the structure and drafting of International Standards
- ▶ ISO/IEC Directives, Supplement – Procedures specific to ISO
- ▶ JTC 1 Supplement – Procedures specific to JTC 1





Introduction

Congratulations on your appointment as Committee Manager of an ISO committee. The role of Committee Manager is an important role in the ISO technical community, as the success of an ISO committee is highly dependent on its secretariat and Committee Manager.

There are many resources made available by the ISO Central Secretariat (ISO/CS) to assist you in performing your duties as Committee Manager. This toolkit is designed to help you get started in your new role and to bring together all of these resources in one place.

For any further assistance or questions, the **Technical Programme Manager (TPM)** for your committee is at your disposal at ISO/CS. You can find the name and contact email of your TPM listed under “ISO central Secretariat contact” on your committee page on ISO online : www.iso.org/iso/list_of_iso_technical_committees.htm

If you are new to ISO, the following brochure may provide a nice introduction and general guidance on the work of ISO and the different roles in the technical community:

My ISO job : www.iso.org/iso/my_iso_job.pdf

..... 1. The role of Committee Manager

Responsibilities of an ISO Committee Manager include the following :

Good advice on ISO processes

Providing advice on procedures and on interpretation of the ISO Directives to the committee Chair, project leaders or Convenors.

Project management

Establishing priorities, solving problems, and meeting milestones and target dates for projects. Notifying the names of project leaders and working group Convenors to ISO/CS.

Document preparation

Preparing drafts for the committee, distributing them, and collating any comments received. Making sure that ISO/CS submission requirements are met.

Meeting preparation and follow-up

Assisting to set meeting dates and locations, and to draft meeting agendas. Distribution of the agenda and other meeting documents. Recording decisions at meetings and preparing meeting minutes. Following-up to ensure agreed actions are completed.

Management of IT tools

Using ISO electronic applications to manage your committee documents, initiate ballots, announce meetings, etc.

See also :

- ▶ **Annex SQ of the Consolidated ISO Supplement** : *Selection criteria for the people leading the technical work*
- ▶ **Annex D of the ISO/IEC Directives, Part 1** : *Resources of secretariats and qualifications of secretaries*

2. Training – *ISO Committee Managers' week*

Each year, ISO/CS organizes training sessions for the staff of ISO members and professionals engaged in standards production activities. There are no registration fees for these training sessions, but participants must cover their own travel and accommodation costs.

For ISO TC/SC Committee Managers (and their support teams) and working group Convenors, ISO organizes dedicated **ISO Committee Managers' week** training sessions 3 times per year. Over the 4 day course, usually held at the ISO Central Secretariat (ISO/CS) in Geneva, participants learn about *Procedures for ISO Committee Managers*, *How to write standards* and *eServices for ISO committee managers*.

Dates of training sessions can be found on ISO online : <https://connect.iso.org/display/devt/Training+Sessions+in+2019>

In addition, ISO/CS carries out training for ISO members holding secretariats via customized courses, usually on site, on a cost recovery basis.

Training courses are advertised via circular letters, which are sent to TC/SC Chairs and to ISO Member Bodies and Correspondent Members.

For further information, please contact **training@iso.org**.



..... 3. ISO rules and procedures

3.1 ISO Procedures – ISO/IEC Directives

The **ISO/IEC Directives, Part 1 and Consolidated ISO Supplement** define the official procedures to be followed when developing and maintaining an International Standard, as well as procedures specific to ISO. See **www.iso.org/directives**

3.2 The ISO Code of Conduct

The ISO Code of Conduct is an obligation for those participating in ISO work – participants in ISO committees, working groups or consensus groups are asked to work to the principles in the ***Code of Conduct*** during all aspects of the technical work.

The ISO Technical Management Board has developed some suggestions for implementation of the ***ISO Code of Conduct***: **www.iso.org/publication/PUB100397.html**.

3.3 The ISO Global Relevance Policy

The adoption of the WTO Technical Barriers to Trade Agreement (WTO/TBT), placed an obligation on ISO to ensure that the International Standards it publishes are globally relevant (for details see **<https://tbtcode.iso.org/sites/wto-tbt/home.html>**).

ISO committees should ascertain at the outset of a project whether:

- ▶ a globally relevant International Standard presenting one unique international solution in all of its provisions is feasible
- ▶ an International Standard is feasible that presents options in specific provisions to accommodate existing and legitimate market differences, where justified

- ▶ the preparation of a globally relevant International Standard is not feasible and work should not be undertaken in such circumstances

Additional practical guidance for committee leaders and delegates/experts may be found in the ISO/TMB's **Global Relevance Implementation Guidance document**.

3.4 Intellectual Property rights/Copyright/Trademarks

Intellectual Property Rights (IPR) Issues and other legal issues are addressed for TCs in the IPR section of **ISO Connect** (<https://connect.iso.org/display/ipr/Intellectual+Property>). Here you can find answers to questions related to:

- ▶ How to protect ISO's copyright in ISO standards
- ▶ How to address copyright issues in relation with content of ISO standards. See also **Declaration on copyright and data protection for participants in ISO activities**
- ▶ How TCs are allowed to use the ISO short name "ISO" and the ISO logo. See also **ISO's name and logo policy**
- ▶ That trademarks, services or products of third parties in ISO standards should in principle be avoided and how to address these issues
- ▶ Which procedures need to be followed for patents in ISO standards. See also **ISO's patent policy resource area**

For further information, contact your TPM or write to **logo@iso.org**.

3.5 Competition law guidelines

ISO provides broad ***Guidelines on competition law issues for all participants in the ISO standards development process***. Compliance with competition law in the standards-setting process is essential to ensure that markets operate efficiently and competitively, and that the ISO standards development process remains a platform of trust. Any questions regarding the guidelines can be directed to the member body or the Technical Programme Manager.

3.6 Policy on communication of committee work and Data Protection Policy

Participants in the ISO standards development process may be asked (e.g. by the media), or may wish on their own initiative (e.g. through social media), to share information with external parties about various aspects of committee work. ISO has developed a **Policy** for such external communications.

This ***Policy on communication of committee work*** builds on ISO's data protection policies. All those participating in ISO standardization activities have rights and obligations related to data protection. These are reflected in the **Data Protection Policy** for ISO members and a **Declaration** to which all those involved in ISO standardization must agree. Any questions regarding the **Policy** or the **Declaration** can be directed to the ISO Data Protection Officer: **DataProtectionOfficer@iso.org**.

ISO/CS has also developed **Social Media Guidelines** to guide you if you want to talk about your ISO work on social media or create an account for your committee.

4. Project management

4.1 Time for change

In 2017, the TMB established a special Task force to focus on ways to improve ISO's efficiency and effectiveness in delivering high quality documents in a timely manner, thanks to better project management practices.

This change reinforces the important role committee managers play in managing their committee's projects, and empowers you, as committee manager, to take stronger responsibility for managing your projects.

Project management is fundamental at ISO to ensure:

- ▶ Quality of ISO deliverables
- ▶ Resource efficiency (most participants in the ISO community have a full-time job which requires them to be efficient to find time for their ISO related work)
- ▶ Respect of stakeholder needs and market expectations in terms of timeliness and availability of the deliverable

4.2 Plan to succeed, hit your targets and work together

Key messages:

Watch this animated video summarizing the key messages and principles of project management for ISO committees on go.iso.org/projectmanagement-keymessages

Customized methodology:

To help you in your role as Committee Manager, the **Project Management Methodology** and **Roles and Responsibilities** brochures have been designed to provide you with practical advice and guidance for successful development of ISO documents.

More support, training, tips and tools available:

Stay tuned for updates on project management on our designated page on ISO/Connect: go.iso.org/projectmanagement. Here you will find many tips and tools to support you in successfully managing your projects (i.e. a calculation tool to schedule your project's target dates ; training material for you and your support team).

4.3 ISO deliverables and development tracks

Committee Managers have the challenging task of keeping track of a committee's projects and contribute to setting priorities which ensure that progress is made and target dates can be met.

Knowing and understanding the **different requirements, stages and timelines** of ISO deliverables is essential for efficient project management.

All our deliverables :

There are different deliverables that can be developed by an ISO committee depending on the market need and maturity or the situation of the project (you may change deliverable in the course of the development) :

- ▶ ISO Standards
- ▶ ISO/PAS Publicly Available Specifications
- ▶ ISO/TS Technical Specifications
- ▶ ISO/TR Technical Reports

For more information on ISO deliverables, see www.iso.org/deliverables-all.html

Our Standard Development Tracks (SDTs) :

The SDT is selected at the beginning of a project (new project or revision) and this requires a discussion with the proposer/project leader.

The SDT you define sets the **Limit Dates** of your project (DIS and Publication dates) which, if not met, may lead to the cancellation of your project. Your **Target Dates**, both for intermediate stages (optional WD and optional CD) and mandatory stages : DIS and Publication, shall be within the **Limit Dates**. Target dates are a support tool for you and trigger only reminders, not cancellation.

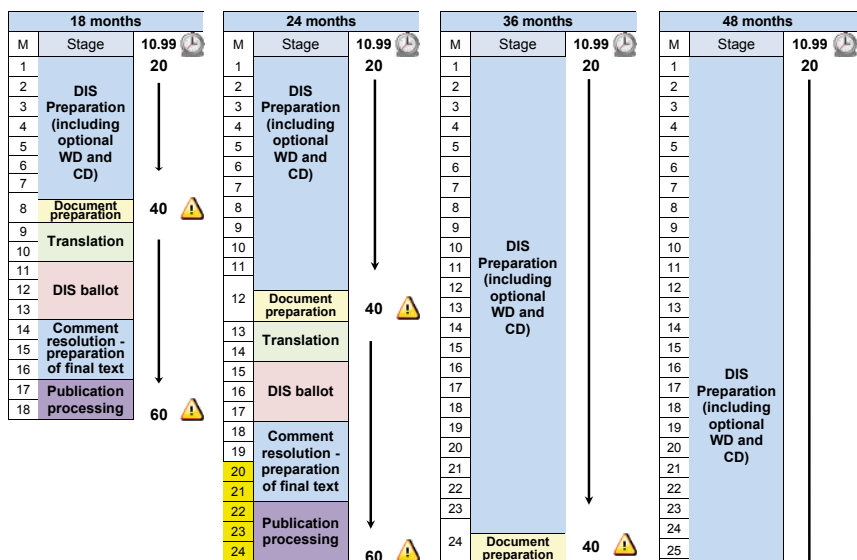
The target date planner (**on page 15**) shows the four main development tracks for project managing the development of an ISO standard: 18 months, 24 months, 36 months or 48 months.

For more information on SDTs and on how to select the appropriate SDT for your project, visit this page on ISO Connect : **<https://connect.iso.org/x/cgCMCQ>**

Note that we have recently introduced the SDT18 which means you can now benefit from an accelerated ISO/CS publication processing time for your project. To opt for this track, you need to reach DIS within 8 months. We encourage you to select this SDT whenever possible, as it is a real opportunity for ISO/Committees. Your TPM can assist with any questions you may have.

ISO online – support for standards development

This page on ISO's website contains information about, and links to, the resources needed for each stage in the standards development process : **www.iso.org/stages-and-resources-for-standards-development.html**.



In case of an FDIS, account for the following in your planning:

weeks		months
1	FDIS preparation	1
2		
3		
4		
5	FDIS ballot	2
6		
7		
8		
9		
10		
11		
12	Publication processing	3
13		
14		
15		
16		
17		
18		
19		4

	The clock starts when NP approved (at stage 10.99)
	Months marked as limit dates. Missing these dates means action is needed to avoid eventual cancellation of the project
	ISO Technical Committee time Document being developed in the relevant committee.
	ISO/CS time Document preparation
	ISO Member body time Document translation.
	ISO Member body time Document circulated to all ISO member bodies for ballot.
	ISO/CS & Committee Manager time Publication processing*
	*Translation, if needed, is done in parallel

Figure 1: Target date planner (NOTE: relevant for non-Vienna Agreement documents)



TMB Communiqué

No. 59 – June 2018

Contents

HIGHLIGHTS FROM THE JUNE 2018 TMB MEET	
1.	New criteria for Twinning.....
2.	Task force on Effective technical collaboration with.....
3.	Task force on UN Sustainable Development Goals (.....
4.	Call for candidates: IVP Pilot Project.....
5.	New video on Project management available.....
6.	Guidance on 'Legal statements in ISO Deliverable.....
NEWS.....	
7.	L.D. Eicher Award 2018 – Winner to be announ.....
8.	Revision of the Getting started toolkits and My.....
9.	New Toolkit on ISO Services Standards.....
10.	New addition to the Foreword in ISO Standar.....
REMINDERS.....	
18-month track for standards development avail.....	
New web-conferencing system (Zoom).....	
EVENTS.....	
Smart cities.....	
ISO General Assembly.....	
NEW COMMITTEES.....	
TMB RESOLUTIONS.....	

Keeping up to date with changes to procedures, tools or services

From time to time, ISO/CS upgrades its tools or services related to the standards development process – these changes may affect your work processes. To be notified of these changes, subscribe to the **Changes to services** page on **ISO Connect** by choosing **Watch** from the Tools menu:

<https://connect.iso.org/display/iso/Changes+to+ISO+Services>

(access ISO Connect using your Global Directory username/password).

The **ISO/IEC Directives Part 1 and Consolidated ISO Supplement** are also updated every year – a new edition is released in May. Your ISO/CS Technical Programme Manager will keep you informed of relevant changes, but also make sure you read the **TMB Communiqué**, a newsletter that is published after each TMB meeting and summarizes important news for the technical community. Published 3 times per year, it is sent to all Chairs, Committee Managers and Convenors, but can also be accessed here : www.iso.org/tmb-communication.

4.4 Tools and guidance

ISO forms and models

To complete some project management tasks, it is necessary to fill out and submit the correct form – for example, appointment of committee Chairs, proposals for new work, extension of project target dates, change in committee title/scope, etc.

ISO also provides models/templates for things such as : committee strategic business plans, a report of DIS voting, results of systematic review, cover page of a committee draft, and more.

All forms and models are available at : **www.iso.org/forms**

To access all ISO standards (published standards, FDIS and DIS circulated and withdrawn standards) of your committee : **<https://sd.iso.org/projects>**

..... 5. Preparation of ISO deliverables (IS, TS, PAS, TR)

5.1 Guidance and rules on drafting standards

- ▶ **How to write standards:** this document provides simple guidance on how to write clear, concise and user-friendly ISO International Standards and other publications. It should be used in conjunction with the **ISO/IEC Directives, Part 2**, which gives more detailed authoring and editorial rules for ISO deliverables.
 - www.iso.org/iso/how-to-write-standards.pdf
 - www.iso.org/directives
- ▶ The **Online Browsing Platform (OBP)** is another useful resource when drafting standards. It allows users to preview the content of standards, run full-text searches and more. You can use the OBP to check if key terms have already been defined, so as to avoid redefining them (click on *terms and definitions* and then use the search function).
 - www.iso.org/obp/ui/

5.2 Submitting drafts to ISO/CS

The Committee Manager must submit a draft to ISO/CS at the DIS stage (and the FDIS stage, if this stage is used) on the **submission interface**.

NOTE: New work item proposals and CD stages are **balloted** directly by the Committee Manager, not sent to ISO/CS.

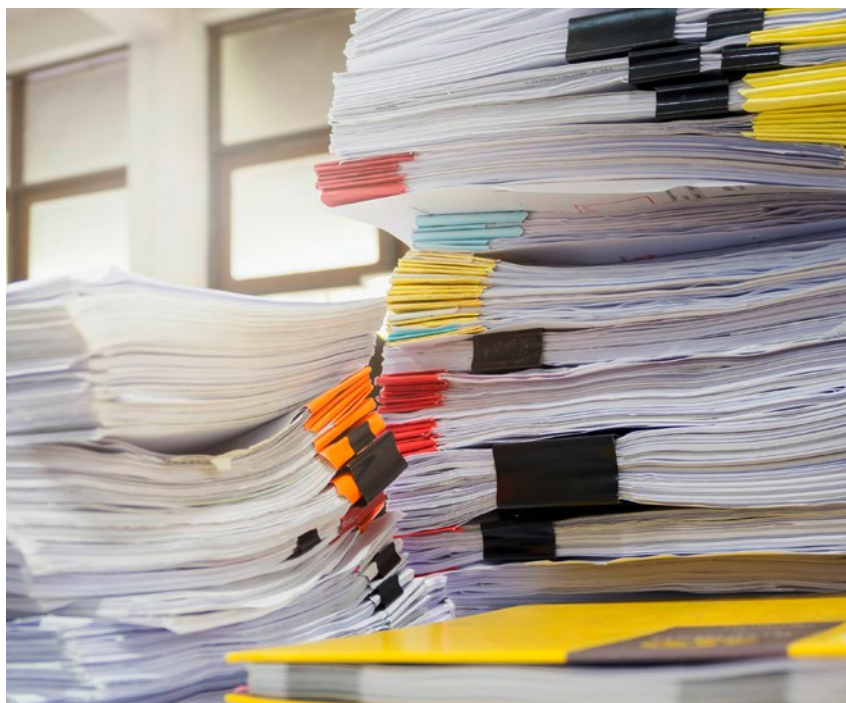
Here is some useful information for preparing the submission :

- ▶ Guidelines on text and graphics : <https://isotc.iso.org/livelink/livelink/open/18862226>

6. Preparation of other committee documents

Documents distributed to the TC/SC must contain certain information, such as a subject line, reference number, title, expected action, etc. **Annex SB of the Consolidated ISO Supplement** provides a list of these requirements and a table to show who needs to be sent what, and when.

When distributing documents to the TC/SC using e-Committees, it is necessary to give each document an **N-number**. This is so that each official committee document has a unique identifier. The system will automatically suggest the next available N-number, but the Committee Manager can choose any number, as long as it has not yet been assigned. (See the **e-Committees user guide** for more details).



..... 7. Participants in ISO's technical work

Committee Managers must know the rights and obligations of the different kinds of participants in ISO committee meetings (see the **Consolidated ISO Supplement, Subclause 1.7**).

7.1 ISO membership status

There are three member categories in ISO:

- ▶ **full members**
- ▶ **correspondent members**
- ▶ **subscriber members**

Each category of members has **different participation rights** in ISO committees. Only full members can actively participate in the development of international standards.¹⁾

For further information on ISO membership, refer to the **ISO membership manual** which can be downloaded from this page: www.iso.org/iso/iso_members.htm

7.2 Delegates vs experts

Members of ISO committees (P- and O-members) are delegates of national standards bodies – the members of a country's delegation are drawn from its national mirror committee and they represent the views of their *national members* on the international stage.

1) NOTE: The New Rights Programme (Council resolution 03/2013, 22/2015 and 43/2019), allows correspondent and subscriber members to participate in a maximum of five committees with training and support from ISO.

In contrast, members of working groups are experts who have been nominated by their national standards body and should be aware of their national point of view, but act in a *personal capacity*.

Working group level recommendations: **one expert = one voice**

Committee level decisions: **one country = one vote**

Participating members in committees (P-members)

Participating members have the *obligation* to contribute to meetings and to vote on all questions formally submitted for voting within the committee. This includes, CIB, NWIP, CD, DIS, FDIS, and Systematic review ballots (**ISO/IEC Directives, Part 1, Subclause 1.7.1**).

P-members receive automatic reminders to vote from ISO/CS while ballots are open. If a P-member fails to vote, they will receive a warning from ISO/CS and membership will be downgraded to O-member status, if no explanation is given (see **ISO/IEC Directives, Part 1, Subclauses 1.7.4 & 1.7.5**).

If a P-member is persistently inactive (it has failed to contribute to two successive meetings), it is the responsibility of the committee secretariat to notify ISO/CS, who then contacts the member. If there is no response and change in behaviour, the P-member will be downgraded to O-member.

Observing members in a committee (O-members)

Observing members follow the committee's work and receive all documents. They have the right to submit comments and to attend meetings, but not to vote in committee internal ballots.

Experts in working groups

Experts are appointed by the P-members of the parent committee (also by A- and C-liaisons). (See **ISO/IEC Directives, Part 1, Subclause 1.12**).

7.3 Liaisons

Liaisons exist between ISO TCs/SCs, between ISO and IEC TCs/SCs, and with other organizations at the TC/SC level (liaison categories A and B) and at the working group level (liaison category C). Liaisons are of primary importance for the coordination of work programmes between committees.

Liaisons must be approved by consultation with the P-members of the committee. For more information on liaisons, see the **ISO/IEC Directives, Part 1, Subclauses 1.15-1.17**.

E-meetings!

Remember – only call a physical meeting when it is necessary in order to discuss committee drafts or matters of substance that cannot be settled by other means.

ISO uses the **Zoom web/video conferencing service**. Participants do not need an account to participate. An account is only required to host meetings.

Information on Zoom (*account eligibility, How-To's, support*) can be found here: **<https://connect.iso.org/display/it/Video+Conferencing>**.

For any questions about **ISO Zoom accounts**, please contact the ISO Web Conferencing team at **webconferencing@iso.org**

How to use **Zoom**: **<https://connect.iso.org/display/it/ISO+Web+Conferencing+with+Zoom+-+Get+Started>**

Note: It is now possible to participate in committee meetings by Zoom. The requirements and further information on remote participation are given in the **ISO Supplement, Subclause 4.6**. See also the guidelines on remote participation **<http://isotc.iso.org/livelink/livelink/Open/15507012>**

8. Meetings

8.1 The role of the Committee Manager in ISO meetings

- ▶ Be impartial
- ▶ Circulate attendance lists (including liaison representatives)
- ▶ Circulate the link and agenda to the meeting feedback survey to all participants
- ▶ Ensure that participants are duly appointed and authorized to participate (e.g., suspended NSBs, experts nominated by NSB or liaisons, no C-liaison in TC/SC plenary etc.)
- ▶ Listen, summarize, take notes for the minutes
- ▶ Ensure ISO/IEC Directives and TMB decisions are followed
- ▶ If the TPM is not giving a presentation, consider giving a short presentation on recent changes in the Directives and TMB resolutions that might affect work
- ▶ Know where the projects are (stages) to help in discussions, bring an up-to-date status list

The **Committee Manager's report** : Before the meeting, prepare a report to be posted on e-committees along with the meeting documents. This report should contain :

- ▶ Title and number of committee
- ▶ Chair and Committee Manager of committee (names)
- ▶ Membership of committee (list of participating and observing countries, plus internal liaisons, external liaisons, and other interested parties)
- ▶ Projects in the committee (a table including the project reference, title, project leader, stage, limit dates and any comments – this can be extracted from the ISO Projects, **see 9.3**)
- ▶ List of any new work items circulated

- ▶ List of systematic reviews since the last meeting (standards confirmed, standards withdrawn and standards where the decision was inconclusive and the status needs to be determined)
- ▶ Contact details of the Chair, Committee Manager (support team, if relevant), and working group Convenors and Committee Managers, if relevant

8.2 Hosting of meetings

Meetings may be hosted by:

- ▶ any ISO member (member body, correspondent member, subscriber member)
- ▶ for working group meetings only, any liaison member of the committee concerned

For TC or SC meetings, **the ISO member in the country where the meeting will be held is considered the primary host and its pre-approval of the meeting details is required.**

For working group meetings, the ISO member in the country where the meeting will be held must be informed of the meeting before it is confirmed. A body wishing to act as host for an ISO committee meeting must contact the TC/SC secretariat. See **Annex SF to the Consolidated ISO Supplement** for details.

Note: It is not permitted for National Bodies to charge delegates/experts any sort of participation fee, nor require accommodations at specific hotels or hotel rates. See **ISO Directives, Part 1, Subclause 4.1)**

8.3 Meeting organisation and management – checklists

A new application called **ISO Meetings** has been developed which helps Secretariats to prepare lists of meeting participants and to ensure that only authorized individuals participate in ISO meetings.

Since April 2017, it is mandatory for Committee Managers to use ISO Meetings to create new meetings. It is also mandatory for all ISO members to register meeting participants in the platform.

Planning ahead is the key to good meeting organization. The **ISO/IEC Directives, Part 1** imposes a number of requirements related to meetings, such as the amount of advance notice that must be given (2 years for TC and SC meetings) and how far in advance meeting documents must be sent out.

ISO/CS has developed a checklist for Committee Managers to help with meeting organization and management (**see Annex A**).

All meetings are conducted in English by default (**ISO/IEC Directives, Part 1, Clause 4.3**).

Further information about ISO meetings can be found in the **ISO/IEC Directives Part 1, Clause 4**, “*Meetings*”, and the **Consolidated ISO Supplement, Annex SF**, “*Hosting meetings*”.

8.4 Meeting agenda

Important: any **items that will be subject to decision** at the meeting must be placed on the meeting agenda that is circulated 16 weeks in advance of the meeting date for TC and SC meetings and 6 weeks in advance for WG meetings.

A model agenda can be downloaded at: **www.iso.org/forms**

8.5 Writing resolutions

Resolutions only need to be taken for the major decisions from committee meetings. As Committee Manager, you are responsible for drafting resolutions, however a “**drafting committee**” can also be formed at the meeting. The role of the drafting committee is to draft

the resolutions as the meeting advances. During the meeting, all the resolutions are reviewed and approved before the meeting ends to ensure that they actually reflect what was discussed and that all participants are in agreement with them. Resolutions must be posted on e-committees within 48 hours of the meeting. Between meetings, resolutions can be adopted by correspondence using CIB.

Here are a few pointers to guide you in drafting resolutions :

- ▶ Keep it as short as possible – the point of the resolution should be clear and unambiguous (there should not be room for interpretation)
- ▶ Make sure you have a target date for the action and someone in charge of it
- ▶ Resolutions should be clear enough that someone not at the meeting can understand them
- ▶ Include the project number if the resolution concerns a specific work item
- ▶ The way resolutions are numbered is optional, but choose a system that is logical and clear and stick to it: e.g., Resolution 1234 ; Resolution 2018/01, etc.

Annex B provides some examples of good resolutions to use as models.



9. ISO electronic applications (e-Services)

9.1 Access

ISO has developed a set of electronic applications to support the full standards development process and the work of Committee Managers. This set of applications can be accessed using the ISO electronic application portal : **<https://login.iso.org>**.

Note that the access to ISO electronic applications is limited and managed by the NSBs and ISO following established rules. Users must therefore be registered through their NSB in order to be issued a username and password.

9.2 ISO eCommittees

ISO eCommittees provides secretariats with the tools to manage their committee work. It is a document management system allowing you to circulate documents and drafts to committee members and experts using an automatic notification process.

It also includes features to simplify the daily work of a secretariat : a member list allowing you to follow up the assignment of committee experts, an email feature allowing you to send/archive emails to all your members, discussion forums, etc.

As Committee Manager of a Committee you are granted read-only access to the documents of all SCs and Working Groups under your parent TC.

Committee members : To see the list of members, go to “**Member list**”

NOTE : if a delegate does not appear on this list, it means s/he has not been registered in the Global Directory by the NSB.

Email lists : To email all members of the committee, go to “**Email to members**”. Emails and notifications sent from e-committees will be archived automatically – these can be viewed in the “**Mail archive**”. The “**member list**”/“**email to members**” on e-committees is always up-to-date as NSBs can remove or add delegates at any time.

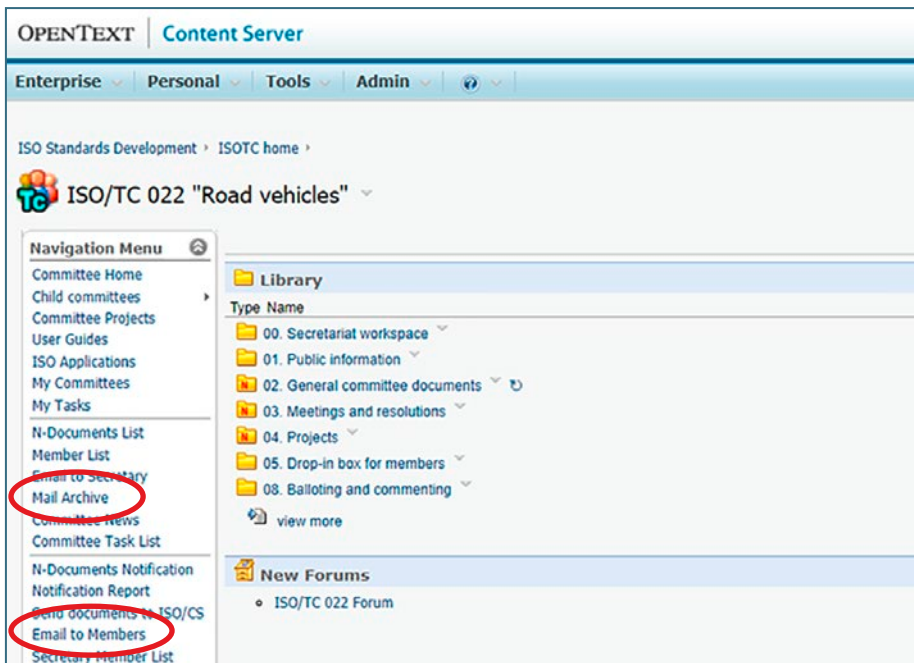


Figure 3: ISO eCommittees e-mail function

9.3 ISO Projects

The ISO Projects gives detailed information about ISO projects, their history, status, and milestones and helps you to monitor your work programme. You can define your targets on intermediate stage to meet the limit dates of the main stages.

ISO Projects improves many core functionalities and introduces some features such as:

- ▶ Improvement of portfolio monitoring with direct access to projects via a “My Projects” portfolio
- ▶ Integration of meeting dates in the project timeline to support planning, forecasting and better reporting
- ▶ The use of target dates, both for intermediate and mandatory stages with useful reminders
- ▶ Enhanced search experience, with the possibility to save frequently used search criteria
- ▶ Updates of the project timeframe : Setting and updating the project target dates allows you to monitor your programme
- ▶ Replacement of the STADIST download area ; The documents are now available on the Project Detail screen directly, in the “Documents” card

ISO Projects is your access to initiate eForm4 for a new project proposal. You can also view the overall work programme of any other committee. Use the “**export function**” to download a spread sheet showing all of the details of your committee projects – this can be a useful document to have at committee meetings!

NOTE: The default filter for project stage is Active/Preliminary/Published. You can change the filter to another stage by using the “filter by” option.

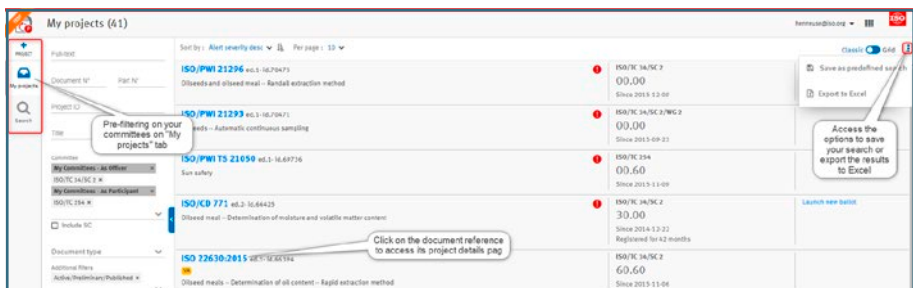


Figure 4: ISO Projects

9.4 The submission interface

The submission interface is a tool facilitating and archiving the submission of committee project documents to ISO/CS (e.g. drafts, graphics, translation). This applies in particular to the submission of files for processing as Draft and Final Draft International Standards (DIS and FDIS). Each TC/SC e-committees home page has a direct link to the Submission Interface in the committee working area.

Submission interface can be found following this link :
<http://isotc.iso.org/livelink/si/home.do>

9.5 Other electronic applications

E-balloting – voting platform supporting consensus feedback processes in ISO (e.g. votes on new work item proposals, Committee Drafts, Draft and Final Draft International Standards, etc.)

NOTE: ISO/CS is only responsible for the DIS, FDIS, SR and WDRL ballots. The Committee Manager takes care of the NP, CD, DTR, DTS, DPAS and Adhoc ballots.

Post-Voting decision process – tool enabling the Committee Manager to submit voting decisions to ISO/CS.

NOTE: The Committee Manager can access the post-voting decision process both through the electronic balloting portal and the ISO Projects.

ISO Meetings – central access point to ISO meetings (organizers, participants, ISO/CS).

Zoom – Web conferencing service, offered free of charge to persons with specific roles within ISO committees (see **<https://connect.iso.org/display/it/Eligibility+to+get+an+ISO+Web+Conferencing+account>**).

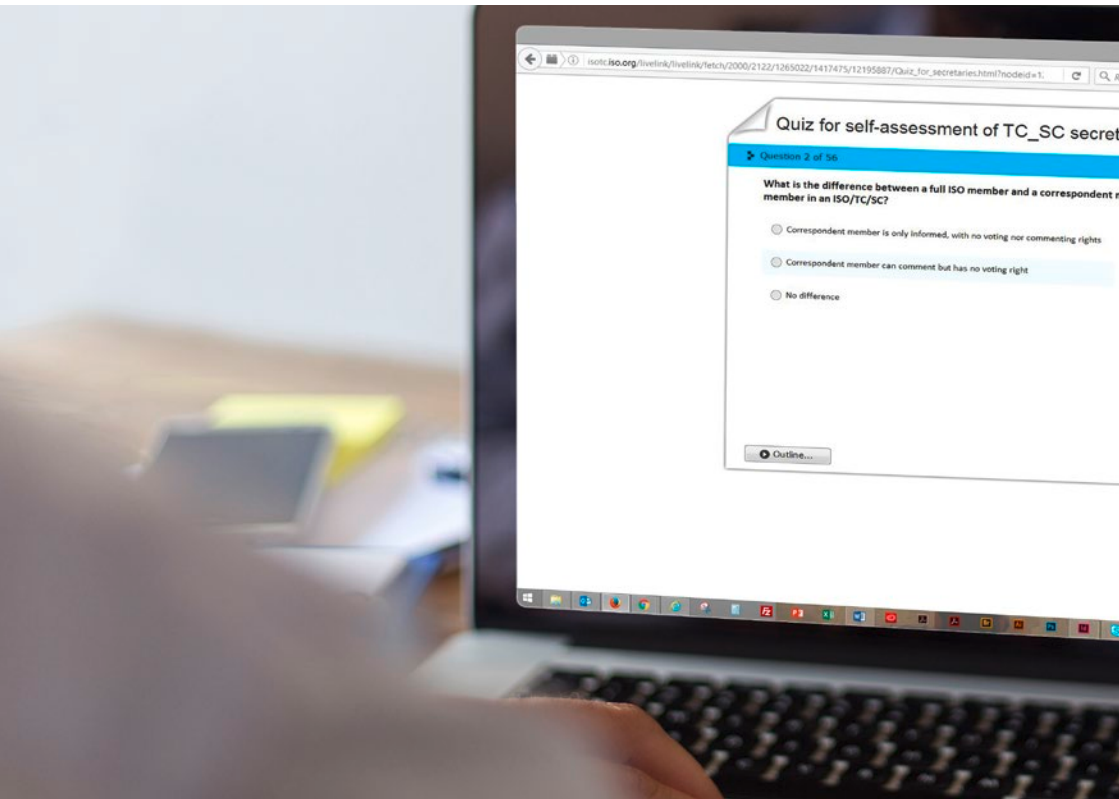
User guides

User guides area available for all ISO electronic applications:

www.iso.org/e-guides

You can also contact the ISO International Helpdesk at **helpdesk@iso.org** for help with any of ISO's electronic applications.

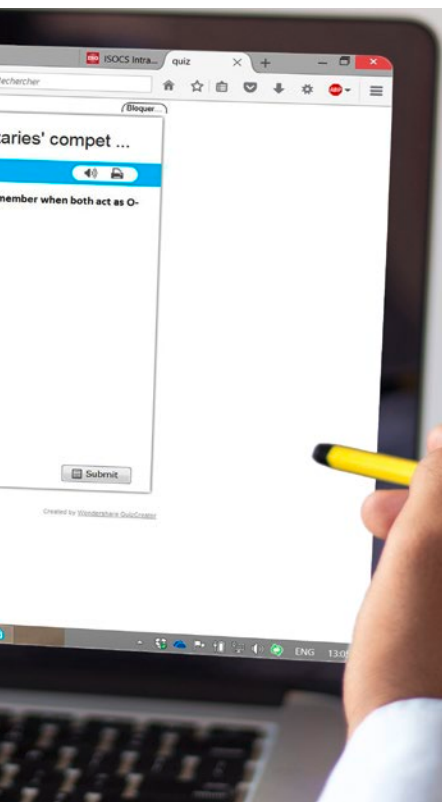
For any question regarding *your access to ISO electronic applications*, contact your National Standards Body.



10. Check your knowledge – Committee Managers quiz

ISO's online **quiz for Committee Managers** is a self-assessment tool to help you test your knowledge and competence of secretarial duties in ISO committees. Its purpose is to help you identify both your strengths and your knowledge gaps.

The quiz is available on e-committees (ISO/TC home page > in the folder *Communication by the ISO Central Secretariat* > **To Committee Managers and/or Chairpersons**).



..... 11. Other useful resources and links

Who to ask for help

Technical questions related
to committee work or procedures

your TPM at ISO/CS

Questions related to :

- ▶ electronic applications **helpdesk@iso.org**
- ▶ DIS, FDIS, SR and WDRL votes **votes@iso.org**
- ▶ committees and meeting management **tcsupport@iso.org**
- ▶ the submission of projects **projects@iso.org**
- ▶ the development of ISO standards **standards@iso.org**
- ▶ the ISO/IEC Directives or Consolidated ISO Supplement **directives@iso.org**
- ▶ the Vienna Agreement **va@iso.org**
- ▶ copyright and trademarks **logo@iso.org**
- ▶ Zoom and video/web conferencing **webconferencing@iso.org**

Other useful sources of information

- ▶ The TMB Communiqué **www.iso.org/tmb-communicue**
- ▶ ISO Connect **<https://connect.iso.org/>**
- ▶ Resource library **<https://isotc.iso.org/livelink/livelink/Open/15507012>**

ISO Connect is for people working within the ISO system who want to know more about, or participate in, ISO's general activities. It provides news and high-level information about ISO initiatives excluding the technical work. Download the user guide here : **go.iso.org/isoconnectguide**

The Resource library contains all information useful for our technical community. Here you can find guidance documents, brochures, toolkits, etc. The library is organized by subjects and updated regularly.

Other key policies and guidance

- ▶ ISO Strategy 2016-2020
[go.iso.org/strategy1620](https://www.iso.org/strategy1620)
- ▶ Vienna Agreement (agreement on technical cooperation between ISO and CEN)
www.iso.org/va
- ▶ Conformity assessment do's and don'ts
www.iso.org/publication/PUB100303.html
- ▶ Registration authorities, see Annex SN
https://www.iso.org/sites/directives/current/consolidated/index.xhtml#_idTextAnchor619
- ▶ Systematic review
go.iso.org/srgpdf
- ▶ ISO Templates
www.iso.org/iso-templates.html
- ▶ Guidelines on text and graphics
<https://isotc.iso.org/livelink/livelink?func=ll&objId=20132857&objAction=browse&viewType=1>

ISO online

- ▶ ISO online resources area
www.iso.org/iso/resources-for-technical-work.htm
- ▶ List of ISO technical committees
www.iso.org/iso/list_of_iso_technical_committees.htm
- ▶ Online browsing platform
www.iso.org/obp/ui/
- ▶ ISO Meetings
<https://sd.iso.org/meetings/my>



..... Annex A: Meeting organization and management for Committee Managers

References (rules and procedures)

Always consult the latest edition of the ISO/IEC Directives and Consolidated ISO Supplement for the latest information and rules related to hosting and organising ISO meetings:

- ▶ **ISO/IEC Directives, Part 1, Clause 4, “Meetings”**
- ▶ **Consolidated ISO Supplement, Annex SF, “Hosting meetings”**

Additional considerations when scheduling a meeting

- ▶ Consider scheduling/locating the meeting to coincide with an industry event or other working group meeting – this may ease travel costs and increase participation
- ▶ Consider grouping meetings of TCs and SCs dealing with related subjects to increase participation and improve communication
- ▶ Consider the possibility of remote participation to reduce travel costs and to include more stakeholders to the committee (See the **Consolidated ISO Supplement, Subclause 4.6**)
- ▶ Ensure the meeting facilities are accessible for all participants (**ISO/IEC Directives, Part 1, Clause 4.2.1.2**)

Planning for TC or SC meetings: checklist

Document preparation (if relevant)

	Timing	Reference in the ISO/IEC Directives, Part 1
(at least) 24 months before		
☐	Decide, by mutual agreement with the committee Chair, on the date for the meeting. Put this in a committee Resolution. • NB: <i>in the case of an SC meeting, the SC Committee Manager must contact the Committee Manager of the parent TC to ensure coordination of meetings</i>	4.1.2
(at least) 30 weeks before		
☐	Submit a DIS text to ISO/CS. Results will be available in 20 weeks, plus another 6 weeks for comment circulation. No later than 12 weeks after the end of the voting period, a full report must be prepared and circulated. If within 8 weeks, 2 or more P-members disagree with the decision, the draft shall be discussed at the upcoming meeting.	2.6.5
(at least) 14-18 weeks before		
☐	Launch NP or CD ballots. • NP ballot: <i>12 week ballot and 6 weeks for comment circulation before the meeting (noting that the committee may pass a Resolution to shorten the NP ballot to 8 weeks, if desired, see the ISO Supplement, Subclause 2.3.4)</i> • CD ballot: <i>can be 8 weeks, 12 weeks or 16 weeks (8 weeks, by default) plus 6 weeks for comment circulation before the meeting.</i>	
(at least) 16 weeks before		

	Timing	Reference in the ISO/IEC Directives, Part 1
☐ ☐ ☐ ☐ ☐	Decide, by mutual agreement with the Chair and the national body acting as host, the location of the meeting Post the calling notice and meeting agenda and all other basic documents on e-committees (a model form for the agenda can be found at: www.iso.org/forms). <i>If you do not see your meeting appear under ‘meetings’ within a week of posting these documents, contact your TPM</i> Post information on e-committees about visa applications, hotel options and transport (this is not a fixed deadline, but the earlier, the better) Post a registration form on e-committees asking delegates to sign up by xxx date Coordinate with the national body acting as host to arrange meeting facilities (rooms and equipment such as interpretation facilities, power outlets for computers, wifi, etc.)	4.2.1.3
6 weeks before		
☐ ☐ ☐	Post meeting documents on e-committees, including the Committee Manager’s report Circulate the working documents for plenary decision (including the compilation of comments on drafts to be discussed at the meeting) Ask liaisons and WG Convenors to send progress reports and other important information	4.2.1.3, 4.2.2.1
1 or 2 weeks before		

	Timing	Reference in the ISO/IEC Directives, Part 1
☐ ☐ ☐ ☐ ☐	Prepare attendance lists to be circulated at each meeting Prepare draft resolutions if possible – with alternatives depending on the result (see the drafting guidance in Annex B of the <i>Getting started toolkit for committee managers</i>) Think about volunteers for the resolution committee – in some TCs it is often the same people at each meeting (try to have both a native English speaker and a native French speaker, if the Resolutions will be translated) Compile the results of any systematic reviews, in case they need to be discussed at the meeting Prepare badges with delegates' names (Remember that the TC/SC chair and committee manager and the TPM do not represent a country – put name and function only)	
After the meeting		
☐ ☐ ☐ ☐ ☐	Review feedback from participants Follow-up on action items from Resolutions – coordinate with the ISO/CS TPM, who may take care of some of these items Post the Resolutions from the meeting on e-committees within 48 hours Post the meeting minutes on e-committees (within 4 weeks of the meeting) Check participation and follow-up on persistent absences <i>...Plan for the following meeting, follow progress of projects using the ISO Projects...</i>	

..... Annex B: Examples of well written resolutions

Resolutions are materializing the decisions and action plan of the committee. There is a lot of flexibility in their format and content however wherever possible:

- ▶ Draft your resolution with at least:
 - **What is agreed/will be done**
 - **Who is in charge**
 - **When is this expected**

This is indispensable for monitoring the implementation of decisions and actions.

- ▶ **Optional information** can be added to provide some background information you may consider necessary for clarity and help in understanding the way the consensus has been reached

Approving a liaison with another TC

Resolution 4

ISO/TC XX resolves to create an internal liaison with ISO/TC YY in order to access their documents, (and invites TC YY to reciprocate with the liaison). TC XX designates Mr. John Doe (**johndoe@company.com**) as liaison officer.

NOTE: TC XX shall provide the full contact details of the liaison officer to ISO/CS.

Creating a new liaison with organization XYZ

Resolution 2016-07

Noting the written request from organization XYZ (N Document Number), ISO/TC XX agrees to establish a Category A Liaison with organization XYZ.

NOTE: For first-time liaison organization requests, please see ISO Directives Part 1 for procedure and criteria. Also note that Liaison requests must specify each TC and SC that the external organization wants to liaise with.

Establishing working groups

Miami Resolution 12

ISO/TC XX resolves to create a new working group, titled “Give the Title of Working Group”, to develop work item 12345 and appoints Mr. John Doe (**johndoe@company.com**) as convenor for a period of 3 years. The next meeting will be YYYY-MM-DD. The WG is asked to provide the CD/DIS draft to the Committee Manager by YYYY-MM-DD.

Approving a new project

Resolution Paris 5/2016

ISO/TC XX agreed that WG1 will prepare the document as five parts: ...

ISO/TC XX agreed that WG1 will prepare a NP to propose the work on the preparation of Part 4 by YYYY-MM-DD. The NP will be submitted to P-members by vote via the ISO Committee Ballotting Portal.

Approving a revision or amendment of an existing standard

Resolution 1-2016

ISO/TC XX approves a revision of ISO 12345:2013. The revision will be developed within the shortest timeframe (18 months track 1). The document scope will remain unchanged from the previous edition. The next step is the preparation of the DIS by the project leader Mr. Sam Smith, by YYYY-MM-DD, skipping CD stage.

NOTE: a Form 4 is not required for the revision or amendment of an existing standard, provided that the committee passes a resolution containing the following elements: 1) target dates, 2) confirmation of scope including whether it will be expanded, in which case the process for new proposals shall apply and 3) the convenor or project leader. The committee must also launch a call for experts.

Advancing documents/registering documents for next steps

Resolution 4/2015

ISO/TC XX/SC XX decides to add to ISO/DIS 12345 a new Clause 5 “Marking” as follows:PL XXXX is asked to prepare the modified document by YYYY-MM-DD.

Resolution 5/2015

ISO/TC XX/SC XX decides that ISO/DIS 12345, as amended during the meeting on 19 October 2015, will be sent to ISO/CS for direct publication. PL XXXX is asked to prepare the modified document by YYYY-MM-DD.

Systematic review decisions

2016/TC XX/SC XX Resolution 4

ISO/TC XX notes the comments and ballot results from the Systematic Review of 12345:2016 in Nxxxx, and resolves to confirm this standard for an additional five years.

2016/TC XX/SC XX Resolution 5

ISO/TC XX notes the comments and ballot results from the Systematic Review of 12345:2016, and resolves to revise 12345:2016 as a Minor Revision to correct **Table 1** and **Table 2**. The Minor Revision text will be submitted to ISO/CS for FDIS ballot by 15 January 2017.

Next meeting details

Resolution 1011 TC XX 2015 and Future Meetings

ISO/TC XX approves the dates of November 18-20, 2015 for the 47th TC XX Plenary meeting. TC XX accepts with appreciation the German delegation's proposal to have the meeting hosted by DIN in Berlin, Germany.

TC XX notes with appreciation the Russian delegation's tentative offer to host in 2016 and the Brazilian delegation's offer to host in 2017.



About ISO

ISO (International Organization for Standardization) is an independent, non-governmental international organization with a membership of 164* national standards bodies. Through its members, it brings together experts to share knowledge and develop voluntary, consensus-based, market-relevant International Standards that support innovation and provide solutions to global challenges.

ISO has published more than 22500* International Standards and related documents covering almost every industry, from technology to food safety, to agriculture and healthcare.

For more information, please visit www.iso.org.

*October 2019

International Organization for Standardization

ISO Central Secretariat
Ch. de Blandonnet 8
Case Postale 401
CH – 1214 Vernier, Geneva
Switzerland

iso.org

© ISO, 2019
All rights reserved

ISBN 978-92-67-10988-6

