

JISC Experts' Views on the ISO Project Management

JISC Secretariat/METI, JAPAN
TMB Workshop on Project Management
1 March 2019, Kyoto, Japan

Survey on ISO Project Management in Japan

Survey through Web

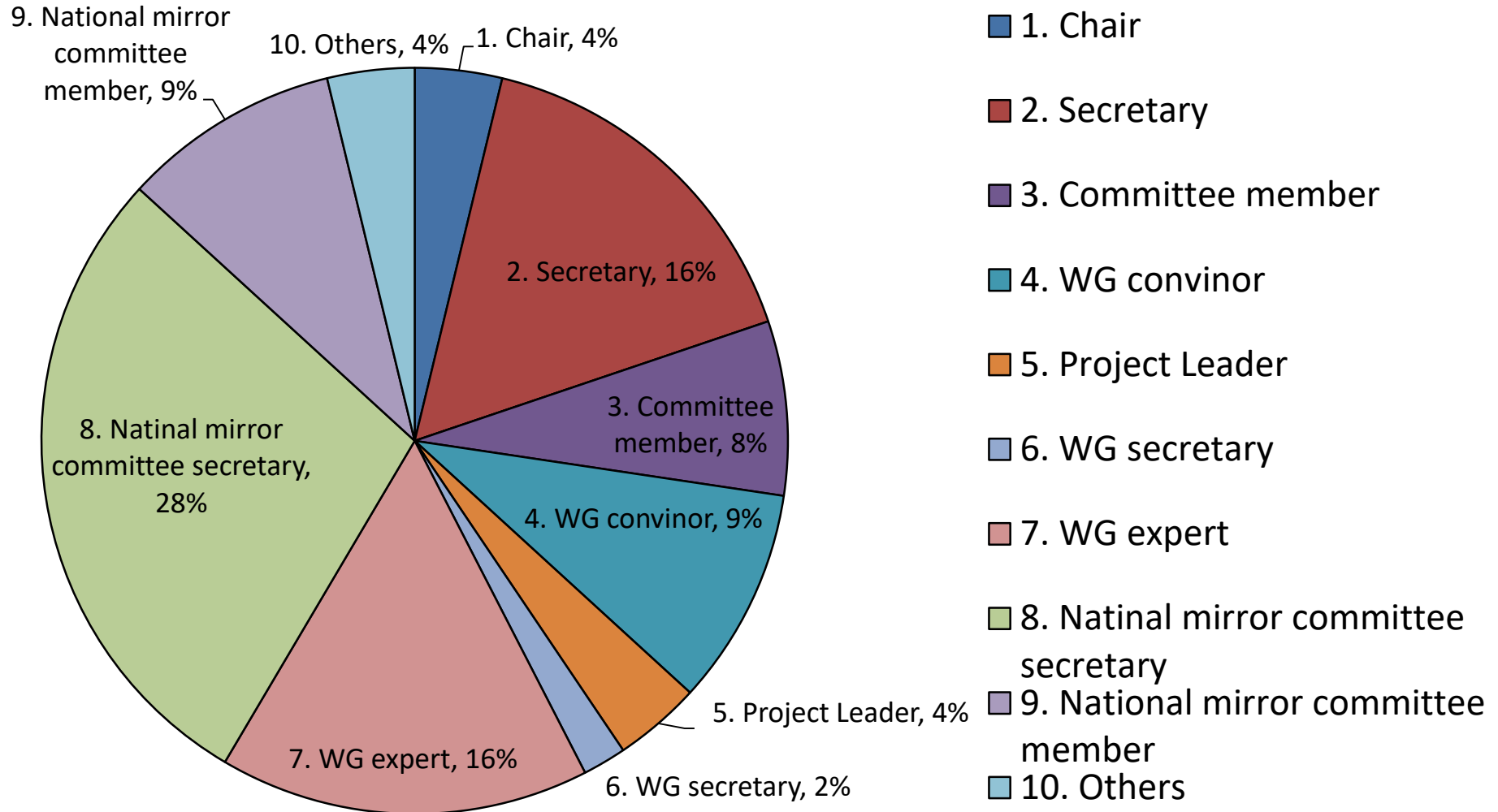
- Period : 7 Nov 2018 – 31 Jan 2019
- Number of valid responses : 106



- ✓ Are these brochures ideal and feasible?
 - What could be the problems of them?
 - How would you improve ISO Project Management?
- ✓ Can you share any good practices to finish ISO projects as scheduled?
- ✓ Is there anything that can be omitted from the existing processes?
- ✓ Are there any rooms for further improvements in ISO IT tools?
- ✓ What can be effective approaches by ISO to change the culture of TC/SC/WG?

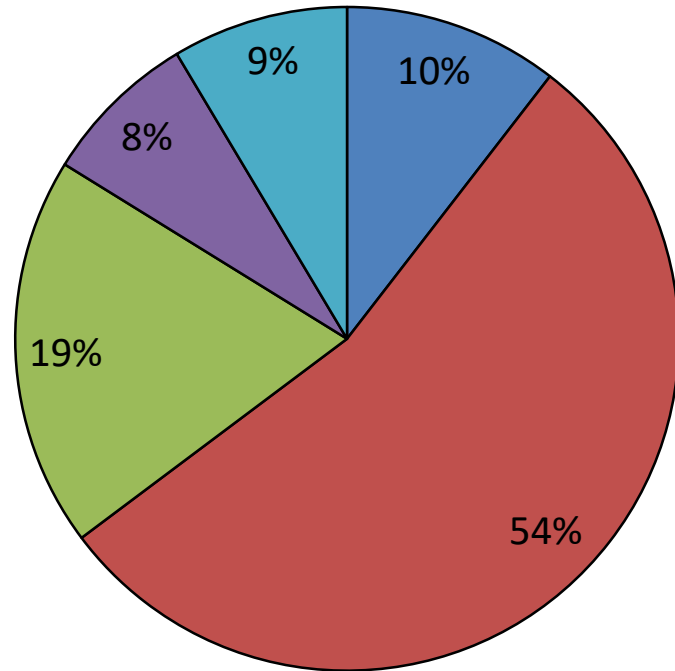
Survey on ISO Project Management in Japan

Ratio of the respondents



Project Management Methodology: in the ISO environment

Is this brochure ideal and feasible?



- 1. ideal and already implemented
- 2. ideal and feasible
- 3. ideal but infeasible
- 4. not-ideal, need modifications
- 5. others



What could be the problems?

How would you improve ISO project management?



Planning

- Committee Manager has rarely performed risk assessments to identify potential problems in advance. The system could be effective but requires more human resources, while not everyone has enough knowledge/experiences.
 - ✓ ISO and/or NMC should provide enough trainings on ISO works.
- The schedule planned at NP stage needs to be reviewed/ changed in many cases.
 - ✓ ISO should be flexible to the change of schedule.
- Searching many references on international standards usually causes the delay.
 - ✓ ISO should create/provide a database to improve TC/SC/WG's productivity.

Monitoring

- It is unrealistic to regularly monitor and check the content of each draft proposal.
 - ✓ Such task should be able to be shared by TC/SC/WG member.
- In some cases, Secretary is inactive and causes delay in TC/SC work.
 - ✓ ISO and/or NMC should monitor the performance of Secretary and provide necessary advices where necessary.

What could be the problems?

How would you improve ISO project management?



Working together

- It seems to be impossible to accomplish the project management because Japanese experts have his/her own businesses and participate in standardization voluntarily.
 - ✓ Create a performance evaluation mechanism to appreciate people who contribute to ISO works
 - ✓ Allocate supporting member
- Each role needs to have enough knowledge of project management. In order to perform the project management, both managing person and person being managed must have enough knowledge and point out problems to each other. It is also important to have enough number of members with the knowledge.
 - ✓ Provide education/training to all roles
 - ✓ Fully disseminate the project management methodology
- It is unrealistic to check the huge contents of the draft proposal by a person.
 - ✓ Establishment secretariat support team

What could be the problems?

How would you improve ISO project management?

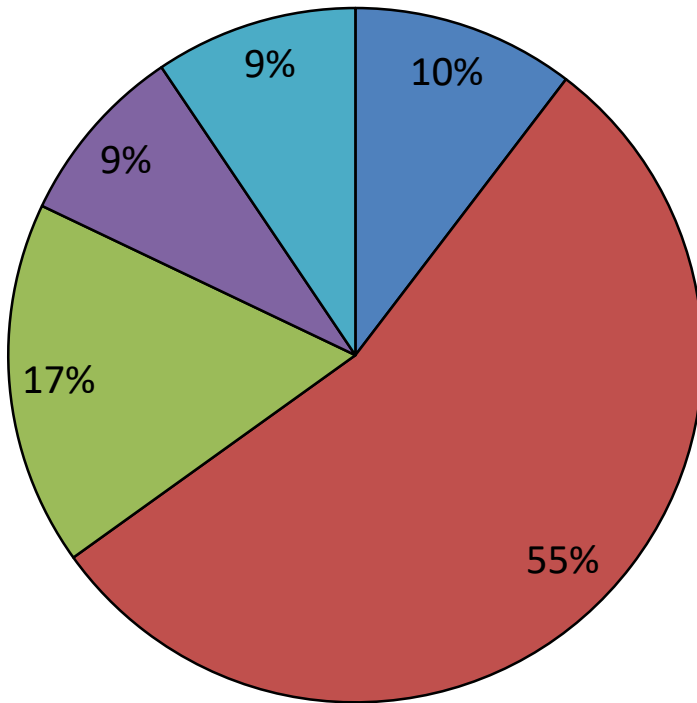


Others

- This brochure is useful but difficult to implement.
 - ✓ Follow up TC/SC/WG and revising the brochures accordingly.
- Each committee has already established individual culture, thus each committee follows its own rules.
- Roles and responsibilities of project leader and convener are different, thus need to be considered separately.
- Giving the responsibility to committee during drafting stage is a huge problem. Proposer must take responsibilities on its proposal.
 - ✓ If committee is given the responsibilities, it would be also given a right to reject the proposal.
- During the standardization process, we spend a lot of time asking questions and researching reference standards, etc., which make us difficult to plan the schedule.
 - ✓ Provide an IT tool to do the research works, and provide an ISO Q&A manual.
- These documents are useless, because they are abstracts.
 - ✓ What to do on each stage should be stipulated clearly and in details for each role.

Project Management Methodology: Roles, responsibilities and capability requirements

Is this brochure ideal and feasible?



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What could be the problems?

How would you improve ISO project management?



Working together

- Accomplishing matters on the brochures requires high skills and enough human resources.
 - Education
 - ✓ ISO should develop education tools for conveners and project leaders to do their work efficiently.
 - ✓ If necessary, twinning mechanism should be applied.
 - System
 - ✓ Project leader and conveners need to have enough knowledge. If it is not the case, TC/SC may establish an advisory group.
 - ✓ There should be a guideline to facilitate replacement of poor-performing experts.
- Committee manager take too much roles and responsibilities on this brochure.
 - ✓ To operate projects smoothly, secretary need to have enough skills.
 - ✓ Provide education materials and tools for committee managers.

What could be the problems?

How would you improve ISO project management?



Others

- It is impossible to implement the brochure since Japanese members have their main jobs and doing standardization for free.
- These brochures should focus not on the speed of standards development but on quality of standards. Based on the business needs, each committee should be allowed to decide on which project be run or not.
- There is a case only one person from a NSB has been assigned to many ISO committee works including non-professional part for him/her. In this situation, his/her proposal is considered to be not enough and usually disapproved.
- Although huge amount of NPs are submitted recently, some of them are far from international standards, thus shall not be approved.
 - ✓ They must follow the project management methodology thoroughly.
 - ✓ Proposer must provide evidences showing appropriate preparatory works being done for the proposer (e.g. meeting minutes, committee member list).

Can you share any good practices to finish ISO projects as scheduled?

Working together

- ✓ Lobbying and negotiation through e-mail or face to face before the meeting.
- ✓ Explain the country who voted to disapproval the clear differences between previous draft and edited draft.
- ✓ Try to reach consensus.

Monitoring

- ✓ Development plan being included in resolutions.
- ✓ Use Gantt-chart to make the roles and schedule of projects being understood by committee members.
- ✓ Sending out reminder e-mails frequently.

Others

- ✓ Participating in 'ISO Secretary Week'.
- ✓ Submission of high quality NP draft.
- ✓ Submit opinions with cited reference and clear grounds.
- ✓ Discarding minority opinion and/or very late opinion.

Is there anything that can be omitted from the existing process?

Format

- ✓ Through the editing by CS, unnecessary comments are sometimes provided. May better to omit this process.

Vote

- Voting period may be able to be adjusted since IT tools have been improved.
 - ✓ The review period (20 weeks) can be shorter.
 - ✓ Changing the voting period flexible.

Others

- ✓ ISO policy seems to focus on only speed of standards development but not quality. Experts are not satisfied with such ISO policy.

Are there any rooms for further improvements in ISO IT tools?

IT tools

- Development of ISO IT tools are satisfied. In particular, Zoom seems to be very much improved than the previous tool, though there are rooms for further improvements.
- Using two different servers make us still being confused.
 - ✓ Documents on the two servers shall be integrated into ISO portal, which should be harmonized with IEC portal.
- We need too much time to master the IT tools.
 - ✓ Provide members with tutorial material to teach experts how to use them.
- Sometimes receive poor information e-mails.
 - ✓ Use template to indicate TC/SC/WG number, sender's position as well as outline of the URL on the text to understand the contents of the URL without clicking on it.
- Complicated procedure to update members' list.
 - ✓ Each member should be allowed to update the member accounts.

What can be effective approaches by ISO to change the culture of TC/SC/WG?

Information

- ✓ TPM should explain the revision of the ISO rules and provide advices at committee in charge.
- ✓ ISO should provide opportunities to learn about ISO works according each role.
- ✓ ISO should provide success stories of other projects.

Education

- ✓ Create an environment where young people can participate in ISO works easily.
- ✓ Provide easy (2-3 days) learning system on ISO works.
- ✓ Provide advices to NSBs to improve the quality of NWIP.

Working together

- ✓ Parallel works between ISO committee and mirror committee.
- ✓ Adoption of young people to important roles.
- ✓ Enhance collaboration with IEC and/or consortium.

IT tools

- ✓ Develop collaboration system which can cope with time differences.

Open Discussion

- What is your view on the current state of project management in ISO?
- What are the challenges being faced?
- Would you share any best practices?