



# training

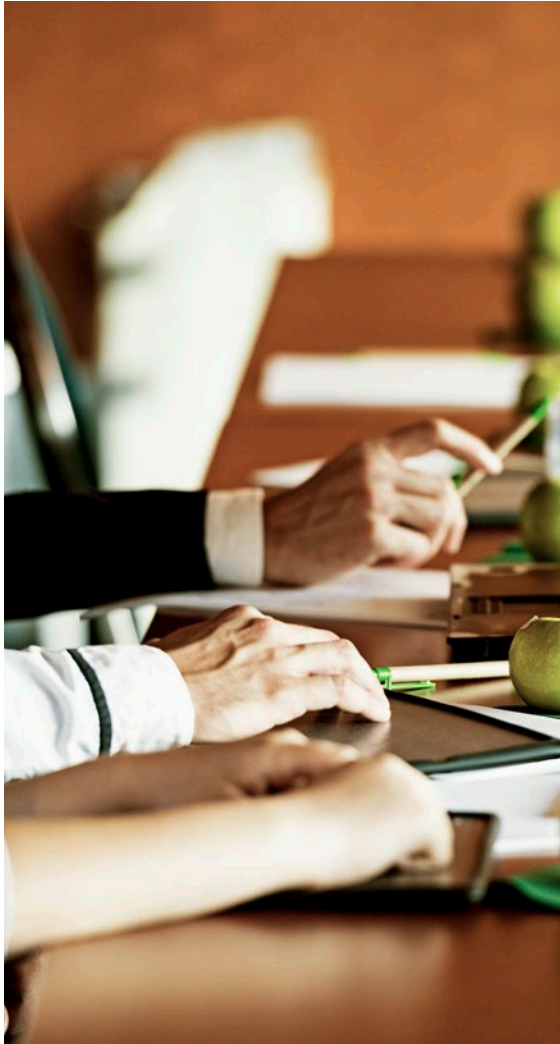
## Chairs & Convenors

**Training course**

Description and  
practical information

# Chairs & Convenors

**Training course**



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# Background

ISO chairs and convenors are a driving force in international standardization: their leadership and consensus-building skills are of vital importance to the success of ISO's work.

For this reason, the ISO Technical Management Board (TMB) has developed a training course for ISO chairs and convenors. This course aims to build the capabilities of current and future leaders of ISO's technical work, is available to ISO members **upon request** and can be conducted at the regional or national level.

Both levels (national and regional) address leadership and consensus building. The regional training course, in addition, includes sessions covering the rules and procedures of ISO's technical work and the development of standards, as described in the **ISO/IEC Directives, Part 1** and in the **ISO Supplement**.

The responsibilities of technical committee (TC) and subcommittee (SC) chairs are indicated in the **ISO/IEC Directives, Part 1 (section 1.8.2)**. In addition, competencies and attributes of good chairs and convenors, along with their job descriptions, are outlined in **Annex SQ, section SQ.3 of the ISO Supplement** and are listed in the annex at the end of this document for clarity.

In summary, committee chairs and working group convenors are expected to have strong and specific competencies to fulfil their responsibilities, which are listed on the next page.





# Responsibilities of good chairs and convenors

## Chairs of ISO technical committees and subcommittees

- ▶ Have a clear strategic vision of the subject field and direction of the committee, and the ability to translate it into action, inspiring and engaging experts participating in committee work
- ▶ Lead the committee towards consensus, giving all views equal treatment while ensuring the committee work runs efficiently
- ▶ Display strong project management skills
- ▶ Act in a purely international capacity
- ▶ Foster cooperation with other relevant committees and partners
- ▶ Ensure that ISO policy and strategic decisions with regard to technical work are implemented by the committee
- ▶ Maintain a good collaboration with the committee manager and other individuals holding leadership positions in the committee

## Convenors of ISO working groups

- ▶ Have a deep knowledge of the subject field and market needs
- ▶ Work to ensure that the required technical competence is available in the working group
- ▶ Convene and chair meetings of the working group
- ▶ Lead the group in reaching consensus
- ▶ Manage the working group project(s) to agreed target dates and in accordance with the project plan
- ▶ Remain impartial, without representing the interests of a particular country or organization

# Purpose

The purpose of this training course is to improve participants' leadership and consensus-building skills to allow them to fulfil their roles as chairs of ISO committees or convenors of ISO working groups.

A chair and convenor's ability to prepare, chair and manage meetings has been identified by the TMB as critical for the success of the standards development process. For this reason, the course is focused on the preparation and chairing of meetings.

Both national and regional courses are primarily dedicated to explaining the meaning and importance of consensus within the framework of ISO's standards development process, preparing meetings effectively to support constructive interaction, and facilitating consensus building (including how to deal with different types of personalities and influencing styles). Some aspects of strategy and project management are also covered.

In addition, regional courses also include guidance on how to apply the **ISO/IEC Directives, Part 1** and the **ISO Supplement**, and how to make use of the ISO IT tools supporting standards development work.

The training course is designed to be interactive and includes case studies and role-playing exercises. Participants will also be asked to bring with them examples of challenges they have encountered as a chair or convenor in ISO meetings. These real-life situations will serve as a basis to develop the most appropriate and effective responses by applying the techniques presented in the course.





## Teaching objectives

Participants will receive information and practical experience that will enable them to:

- ▶ Prepare ISO meetings so as to achieve effective results
- ▶ Understand good and bad chairing/convening practices
- ▶ Improve their ability to recognize when consensus has been achieved
- ▶ Handle the interaction with individuals whose behaviour could negatively affect the meeting's dynamics and recognize their influencing styles
- ▶ Have a clear understanding of the distinction between voluntary standards and technical regulations, and their interrelationship
- ▶ Improve their ability to use ISO's IT tools supporting standards development work
- ▶ Improve their ability to apply the **ISO/IEC Directives, Part 1** and the **ISO Supplement** (only for regional training courses)









## Target **audience**

### Regional level

The course is open to chairs of ISO technical committees or subcommittees, or convenors of ISO working groups.

### National level

The course is open to chairs of ISO technical committees or subcommittees, convenors of ISO working groups, as well as chairs or convenors of national committees or working groups of the country hosting the workshop.

# Course **format** and **responsibilities**

## Regional level

The course takes place over three days. Chairs and convenors from all ISO members in the region are invited to attend. For training courses held at the regional level, costs will be shared by the organizing ISO member body and the ISO Central Secretariat (ISO/CS).

### **Responsibilities of the host (ISO member body)**

- ▶ Provide a meeting venue
- ▶ Cover the costs pertaining to the conference (venue, workshop facilities, catering, coffee breaks and related expenses) for all participants over the three days
- ▶ Facilitate the visa issuance process for trainers and participants by providing an official invitation letter, if required
- ▶ Manage the registration of participants on arrival at the event
- ▶ Afford any other logistical support, as required, prior to and during the event
- ▶ Arrange for the preparation of course materials (to be sent by ISO/CS prior to the event) and for their distribution to the workshop participants (in hard and/or soft copies)

### **Responsibilities of ISO/CS**

- ▶ Manage the invitation and registration process
- ▶ Provide the trainers (a resource person from ISO/CS always accompanies the trainers in order to answer any questions about ISO processes)
- ▶ Cover travel, per diem, accommodation costs, and fees for trainers
- ▶ Provide workshop materials in English (including the workshop programme, training materials and relevant ISO brochures)

## National level

The course takes place over two days. Invitations are sent out at the national level only. A member body requesting a training course for its ISO chairs and convenors, and any national committee chairs and convenors, will be responsible for all the costs related to the training, including on-site costs, travel and trainers' fees. The course can be customized, upon request from the member body, to fit the specific needs of the participants.

### **Responsibilities of the host (ISO member body)**

- ▶ Cover the costs related to fees, travel and accommodation of the trainers
- ▶ Provide a meeting venue
- ▶ Cover the costs pertaining to the conference (venue, workshop facilities, catering, coffee breaks and related expenses) for all participants
- ▶ Facilitate the visa issuance process for trainers by providing an official invitation letter, if required
- ▶ Manage the registration of participants on arrival at the event
- ▶ Afford any other logistical support, as required, prior to and during the event
- ▶ Arrange for the preparation of course materials (to be sent by ISO/CS prior to the event) and for their distribution to the workshop participants (in hard and/or soft copies)

### **Responsibilities of ISO/CS**

- ▶ Communicate with the requesting ISO member body to finalize dates and the course outline (for example, how the course will be customized)
- ▶ Provide workshop materials in English (including the workshop programme, training materials and relevant ISO brochures)
- ▶ Provide the trainers (trainers' fees to be assumed by the member body)

## How to request a training course

The member should contact the TMB secretariat by e-mail (**TMB@iso.org**) and provide the following information:

- ▶ Member body submitting the request
- ▶ Type of training requested (regional or national training)
- ▶ Proposed dates
- ▶ Specific requests/topics that the member wishes to cover during the training course
- ▶ Name(s) and details of the representative(s) in the member body to be contacted by ISO/CS for further processing/negotiation of the requested training



# Annex .....

## *ISO/IEC Directives, Part 1, section 1.8.2*

### **Responsibilities of chairs of technical committees and subcommittees**

The chair is responsible for the overall management of the technical committee, including any subcommittees and working groups.

The chair of a technical committee or subcommittee shall :

- a)** act in a purely international capacity, divesting him- or herself of a national position ; thus s/he cannot serve concurrently as the delegate of a national body in his or her own committee
- b)** guide the committee manager of that technical committee or subcommittee in carrying out his or her duty
- c)** conduct meetings with a view to reaching agreement on committee drafts (see 2.5\*)
- d)** ensure at meetings that all points of view expressed are adequately summed up so that they are understood by all present
- e)** ensure at meetings that all decisions are clearly formulated and made available in written form by the committee manager for confirmation during the meeting
- f)** take appropriate decisions at the enquiry stage (see 2.6\*)
- g)** advise the technical management board on important matters relating to that technical committee via the technical committee secretariat. For this purpose s/he shall receive reports from the chairs of any subcommittees via the subcommittee secretariats
- h)** ensure that the policy and strategic decisions of the technical management board are implemented in the committee

\* in ISO/IEC Directives, Part 1

- .....
- i) ensure the establishment and ongoing maintenance of a strategic business plan covering the activities of the technical committee and all groups reporting to the technical committee, including all subcommittees
  - j) ensure the appropriate and consistent implementation and application of the committee’s strategic business plan to the activities of the technical committee’s or subcommittee’s work programme
  - k) assist in the case of an appeal against a committee decision

## *ISO Supplement, section SQ.3.1 “Chairs and convenors”*

### **SQ.3.1.1 Competencies and attributes of good chairs and convenors:**

- ▶ existing role and good reputation in the sector
- ▶ relevant professional experience with previous experience of chairmanship
- ▶ lead and inspire delegates and experts from the sector towards consensus
- ▶ understand the international nature of ISO’s work and its resulting benefits
- ▶ commit time and resources to their role
- ▶ develop solutions through innovative and creative thinking in a consensus environment
- ▶ act proactively and communicate diplomatically
- ▶ foster and value cooperation with other ISO and IEC committees and partners including those from regulatory bodies
- ▶ act in a purely international capacity

..... **SQ.3.1.2 Job specification for chairs and convenors:**

- ▶ lead meetings effectively with a view to reaching agreement and to ensure that positions and decisions are clearly understood
- ▶ ensure that all positions and views (at meetings and by correspondence) are given equal treatment
- ▶ manage projects according to agreed target dates in accordance with the project plan from preparation to completion
- ▶ work to ensure that a full range of technical competence is available to the group
- ▶ be fully knowledgeable of the subject and market needs
- ▶ propose decisions to progress or to stop work on the basis of its market or global relevance
- ▶ have basic knowledge of ISO and its procedures

**SQ.3.1.3 Additionally, chairs of committees are required to:**

- ▶ take responsibility for the overall management of the committee, including any subcommittees and working groups
- ▶ advise the ISO Technical Management Board on important matters relating to the committee
- ▶ ensure that the policy and strategic decisions of the ISO Technical Management Board are implemented by the committee
- ▶ think strategically to promote ISO's work in the sector

# 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 22 500\* 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](http://www.iso.org).

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