

ISO/TC 67 STRATEGIC POLICY STATEMENT

1 ISO/TC 67 Scope

Standardization of the materials, equipment, and offshore structures used in the drilling, production, refining, and transport by pipelines of petroleum and natural gas.

Excluded: Aspects of offshore structures subject to International Maritime Organization (IMO) requirements (ISO/TC 8)

2 Introduction

The ISO/TC 67 work programme in 1997 comprises over 100 work items in seven subcommittees and 47 working groups. This strategic policy statement has been developed as a management tool to assist with this standards development work. It provides direction and guidance for members, experts, liaisons, and other stakeholders. Everyone is expected to use it. This document describes ISO/TC 67's mission, vision, goals, strategies and tactics. This is a living document that should be used as the basis to continuously improve the process.

This strategic policy statement satisfies the requirements of ISO Directives Part 1: Procedures, 1995, section 2.1.1.

3 ISO/TC 67 Mission

To create value-added standards for the oil and natural gas industry.

4 ISO/TC 67 Vision

Global standards used locally worldwide.

5 ISO/TC 67 Values

In conducting its work, ISO/TC 67 values the following:

- *International standards* -- because they eliminate barriers to trade, improve efficiency of operations, control variety, and improve safety and protection of the environment.
- *People* -- because they are our most valued resource.
- *Industry participation* -- because it defines priorities and encourages adoption and use of the standards.
- *Efficiency* -- because it requires cost-effective use of resources and delivery to targets.
- *Latest technology* -- because it raises the value of the standards.
- *Justified liaisons* -- because they eliminate duplication of work, promote communication, and establish industry needs.
- *Consensus* -- according to ISO, because it produces the most useable standards.
- *Recognition* -- because it affirms the value of individual participation.
- *Information technology* -- because it helps speed up the work.

6 Business Environment

Based on current and foreseeable trends in petroleum and natural gas industry operations, ISO/TC 67 expects the following business environment to prevail in the next decade:

Will Increase

- Emphasis on health, safety, and environmental issues
- Exploration and production in deeper water
- Novel well completions
- Smaller projects (number of large projects will decrease)
- Development of high temperature, high pressure, sour and heavy hydrocarbons
- Operations in sensitive ecosystems
- Operations in hostile physical environments
- Liability as an issue
- Operator reliance on suppliers for fit-for-purpose products and services
- Participation by service companies in technical and business areas of industry
- Focus on reducing time from discovery to first production
- Focus on reducing whole-life costs
- Natural gas production
- Operations in newly opened countries
- Middle Eastern production
- Pressure on limiting fossil fuel consumption
- Taxation of harmful emissions

Will Continue

- Work in developing countries
- Mature production operations in developed areas
- Business reorganizations
- Focus on reducing operating costs
- Fluctuating oil and gas prices

Will Decrease

- Availability of technical experts
- Requirements written in company specifications

7 Standards Needs of the Petroleum and Natural Gas Industry

Given the business environment in which the petroleum and natural gas industry is expected to operate in coming years, ISO/TC 67 envisions that international standards will be needed for existing technology and technology yet to be developed in specific areas such as:

- Materials and equipment
- Products, processes, and services
- Standards for conformity assessment systems
- More onerous operating environments (e.g., arctic technology)
- Emerging technologies (e.g., deep-water subsea)

Also, we will need to improve the efficiency of international standards development by:

- Converting standards from other organizations
- Producing standards with various levels of performance
- Achieving more timely development of standards

In addition, to realize the value of international standards we will:

- Produce standards for evaluation of conformity
- Produce standards that eliminate trade barriers and promote protection of health, safety, and the environment

8 ISO/TC 67 Goals

To produce standards that meet the needs of the petroleum and natural gas industry, ISO/TC 67 sets the following goals:

- Prepare standards required by this industry
- Prepare standards that could be adopted worldwide by bodies such as API and CEN.
- Publish standards that enable companies to minimize their specifications.
- Deliver standards to the target dates on the agreed work programme.

9 ISO/TC 67 Strategies

To achieve its goals, ISO/TC 67 adopts the following strategies:

1. Implement a project management approach to standards development
2. Ensure appropriate international participation
3. Ensure performance from Working Group (WG) participants
4. Have a meaningful recognition program
5. Get as broad as possible input on working drafts prior to circulating as committee draft

6. Meet the needs of National and Regional Standards Bodies to facilitate their adoption of the ISO Standards without modification
7. Avoid duplication of effort within ISO and IEC
8. Recognise and account for behavioural and cultural differences in work force selection and management
9. Provide training for chairmen, convenors, project leaders, working group experts and other interested parties
10. Clearly communicate the business benefits of ISO/TC 67
11. Ensure that translation does not hold up progress of documents
12. Ensure that we have coherently edited, readily publishable documents
13. Do everything we can to allow the ISO Central Secretariat (CS) to publish our documents quickly

STRATEGY: Implement a project management approach to standards development

ISSUE: Project management

STATEMENTS ON ISSUE:

- Management style in ISO/TC 67
- What works?
- No commitment to project management
- Need for active management within a 'volunteer' culture.
- Need active management - to be responsive to solve problems and meet new challenges
- Poorly-performing P-members can be removed, but must be sensitive to political issues
- Annual plenary sessions of ISO/TC 67 are inadequate for stakeholders to really be involved in ensuring the success of ISO/TC 67
- The ability of the ISO/TC 67 Secretariat to “more actively manage” the work depends on the cooperation of the stakeholders and especially of the 'volunteers.'

TACTICS AND ACTIONS TO RESOLVE:

- “Active management” by TCs and sub-committees (SCs) to include measurement and reporting on performance (use AG3 database where appropriate)
- Have a responsive and effective process for stakeholders to contribute to making ISO/TC 67 a success
- Enroll stakeholders, especially resource providers (who are the link to company management), to influence 'volunteers' to accept being project managed through the TC and SC hierarchy
- TC and SC Secretaries shall generate reports quarterly from Advisory Group 3 (AG 3) database in accordance with performance measures developed by Graham Thomas and the ISO/TC 67 Secretary. Performance measurement tools shall also capture reasons for delays and look for coherency across subcommittees
- SC Secretariats shall review target dates for each work item at every subcommittee meeting and transmit information to absent project leaders
- TC Chairman and appropriate designees shall visit subcommittee chairs' and experts' companies to encourage companies to free up time for these individuals
- TC and SC Chairmen shall follow up with non-performing P members
- TC Chairman shall develop AG 3 into a responsive, effective process for stakeholders
- TC Chairman shall hold regular meetings with subcommittee Secretariats to discuss management issues
- National Technical Advisory Groups (TAGs) should include at least one senior manager
- SC Secretariats shall organize one-day meetings of working group convenors for each subcommittee
- Create a win-win climate with API/CEN/ISO to develop international petroleum industry standards

STRATEGY: Ensure appropriate international participation

ISSUE: Lack of representatives on ISO/TC 67 working groups and lack of project leaders

STATEMENT ON ISSUE:

- Broad based solicitations to management have not resulted in needed technical experts for specific needs.
- Minimum of 5 country participants may impede progress of some work items.
- Subcommittee secretariats and work group convenors are responsible to resolve resource issues.

TACTICS AND ACTIONS TO RESOLVE:

When candidates are readily identifiable:

1. Work group convenor identifies need for additional participation
2. Work group convenor and SC secretariat develops a candidate list
3. Target candidate(s) is identified by the WG convenor
4. SC chair or designee calls potential candidate to determine interest
5. If candidate says “yes”, SC secretary contacts the candidate’s member country to seek letter of nomination
6. Position filled
7. If candidates say “no” then go to 2 above or process described below

When candidates are not readily identifiable:

1. Work group convenor identifies need for additional resources
2. WG convenor describes work type of expert needed, time commitment and duration of project
3. SC secretariat circulates information from 2 to all P members
4. SC Secretariat may need to make phone calls to P member TAG Administrators
5. For project leaders a candidate list is developed
6. WG convenor selects candidate to pursue
7. SC chair or designee calls potential candidate to determine interest
8. If candidate says “yes”, SC secretary contacts the candidate’s member country to seek letter of nomination
9. Position filled
10. If candidate(s) says “no” then the SC decides fate of the work item

If additional resources are not available to progress a work item:

- The target dates are revised to reflect available resources
- The item is postponed without further work until resources are available
- The item is dropped from the work program

ISO/TC 67 Chairman shall instruct subcommittees to follow this plan

STRATEGY: Ensure performance from WG participants_

ISSUE: Non-performing participants and inactive WG convenors and project leaders

STATEMENTS ON ISSUE:

- Firing a volunteer is difficult
- Discussions on non-performers should not be held during an open meeting
- SC chair is responsible for replacing non-performing WG convenors
- The WG convenor with assistance from the SC secretariat is responsible for replacing non-performing WG members and Project Leader (PL)
- Non-performing Working Group Convenors (WGCs) and PL's are slowing down work
- Non-performing experts will jeopardize reaching consensus on the Committee Draft (CD)
- Non-performers waste other people's time and money

TACTICS AND ACTIONS TO RESOLVE:

1. SC secretariat/WGC asks the non-performer if help is needed to improve their performance
2. SC secretariat/WGC asks the non-performer if there is a way forward
3. Involve the non-performers member body and P member TAG administrator as necessary
4. When all else fails the SC secretariat asks the non-performers if they want to be replaced or advises they are being replaced
5. Recognize good performance
6. ISO/TC 67 Chairman shall instruct subcommittees to follow this plan

STRATEGY: Have a meaningful recognition program.

ISSUE: Recognition of volunteers

STATEMENTS ON ISSUE:

- Recognition of work on ISO standards shows appreciation to volunteers and encourages future participation.
- Different types of recognition are appreciated by different people. For example, some volunteers may appreciate a letter written to their boss; others may prefer a certificate or plaque. Any recognition program should account for these differences.
- Certificates of Appreciation signed by the ISO Secretary-General are available for experts who have worked on a published standard.

TACTICS AND ACTIONS TO RESOLVE:

- TC Secretariat works with ISO/CS to ensure that Certificates of Appreciation are sent to experts who have worked on a published standard.
- TC/SC Secretariats recognize good work, perhaps with presentation of certificates, plaques, or other tokens of appreciation.
- TC/SC Chairmen write personal thank-you letters to experts who have made significant contributions.
- TC/SC Chairmen also ask experts who have made contributions whether they would allow them to write a letter of commendation to the expert's management. If yes, Chairmen send letters.
- AG 3 shall design a certificate specific to ISO/TC 67
- TC Chairman suggest to companies that they formally recognize their experts to an actual position in the company as to give them official company time and financial support for ISO activities.

STRATEGY: Get as broad as possible input on Working Draft (WD) prior to circulating as CD

ISSUE: Lack of input from wider audience

STATEMENT ON ISSUE:

- Difficult to obtain review of drafts prior to the CD stage
- Standards that lack wide input may unintentionally discriminate against industry sectors or suppliers who have not participated

TACTICS AND ACTIONS TO RESOLVE:

- To ensure appropriate international participation the following should be implemented
 - WG convenor may establish a network of contributors to review drafts
 - Working group convenors may hold workshops to review drafts
 - Experts may establish national shadow work groups to review drafts and nominate a corresponding member to the ISO/TC 67 WG.
 - Project leaders may establish a network of experts to review drafts or parts of drafts.
 - Experts may establish a national network to review drafts.
 - Experts may establish a network of other experts in countries who are not P-members of the subcommittee.
 - National TAGs should establish “Meeting Report Form” to communicate activities.
 - Experts may send any draft to anyone.
 - Working group convenors should establish a prioritized review system with cut-off dates, recognizing that comments on substantial technical and policy issues are needed much earlier in the standard development process than minor technical and editorial comments
 - Working drafts should be sent to all “P” and “O” members for comment

STRATEGY: Meet the needs of National and Regional Standards Bodies to facilitate their adoption of the ISO Standards without modification.

ISSUE: ISO-CEN parallel vote

STATEMENTS ON ISSUE:

- Potential problem with processing a large volume of documents
- Problem of approval in ISO and not in CEN
- Reconciliation of comments
- ISO and CEN have a special relationship, the Vienna Agreement.
- CEN policy is to adopt ISO Standards wherever possible
- CEN/TC 12 has a work programme that ISO/TC 67 has agreed to satisfy, with 'parallel voting' being the normal process for adopting ISO/TC 67 work.
- Possible administrative delays, due to increasing numbers of documents and limited resources:
 - German translation required (in addition to English and French required by ISO) - but this may be easily solved by agreement with DIN (and AFNOR) to forego their language version at the ballot stages.
 - CEN and ISO Secretariats must liaise on timing of Draft International Standard (DIS) and Final Draft International Standard (FDIS) Stages
- European votes and comments may be influenced by the following:
 - European Standards are used by the Commission of the European Union to promote the Single European Market by Regulation (Directives); ISO Standards are voluntary and can not be imposed without first being adopted by some further process.
 - European Standards force the withdrawal of National Standards on the same subject published by the CEN member bodies, to be replaced by national implementations of the European Standard; ISO Standards are voluntary, and National Standards Bodies are autonomous in deciding whether or not to adopt ISO Standards nationally.

TACTICS AND ACTIONS TO RESOLVE:

- ISO/TC 67 shall meet its obligations under the Vienna Agreement (ref. doc. 67 N 435 Rev. 1 section 2.3); in particular:
 - recognise the function of the European Project Leader
 - address CEN comments arising from CEN enquiry and voting procedures
 - SC Secretaries shall complete Annex B forms in accordance with ISO Directives Part 1, 2.6.5
 The following recommendations are to be forwarded to CEN Central Secretariat:
- CEN/TC12 shall be the primary point of contact for CEN Central Secretariat and for other CEN Technical Committees, in particular:
 - Ensure appointment and training of European Project Leaders
 - Address any resource issues in CEN
 - Facilitate all liaisons within CEN and ensure adequate awareness within CEN of the CEN/TC12 work programme and its relationships to CEN Internal Regulations, EU Directives and to ISO/TC 67.

- If all efforts fail to resolve differences and if parallel voting fails because the CEN vote is negative, but the ISO vote is positive such that the ISO document would normally proceed to publication, then ISO should proceed to publication.
- Work with standard development organizations to create a smooth adoption of the ISO standards.

STRATEGY: Avoid duplication of effort within ISO and IEC

ISSUE: Need for justified liaisons between ISO/TC 67 and other technical committees and subcommittees in ISO and IEC

STATEMENTS ON ISSUE:

- Some TC's are working on standards for general purpose equipment
- Politics interfering with document development
- Competitive and adversarial working environment
- High level of ownership on documents under development
- Work can be blocked if liaisons not made
- Sector-specific duplication of effort in different TCs
- Lack of consensus between national standardization body committees
- Incorrect votes from P Members
- Liaison should occur at TC level
- Liaisons could also occur at SC and WG levels
- The best liaisons occur through personal contacts

TACTICS AND ACTIONS TO RESOLVE:

- AG 3 shall identify technical committees with a possible interest in our work programme
- TC/SC Secretariats shall negotiate responsibility for developing standard and establish justified liaisons
- TC/SC Secretariats shall consider forming a joint workgroup
- Secretariats shall send committee drafts to interested TCs and SCs
- TC Secretariat shall distribute new work items to potentially interested TC's and SC's
- Individual experts may liaise with their counterparts in other ISO and IEC workgroups
- Develop a standard only if it has not yet been treated by a general application Technical Committee, or develop an exclusive, specific standard in liaison with the general application Technical Committee.

STRATEGY: Recognise and account for behavioural and cultural differences in work force selection and management

ISSUE: Behavioural Characteristics of Volunteers

STATEMENTS ON ISSUE:

- In ISO (and IEC, CEN etc.) standardisation work is performed by ‘volunteers’ nominated by National Standards Bodies.
- The people involved in ISO/TC 67 are variously situated between these two extremes:
 1. World-class experts of such outstanding influence and repute that it is unthinkable to develop a standard without them and who give voluntarily of their employer’s time;
 2. Contractors employed by a stakeholder for a specific purpose, and who will be terminated on completion or on failure to deliver.
- Nearly all work group meetings are conducted in English language.
- ISO volunteers are from different countries and industry sectors.
- Tendency to focus on home-country national implications, especially on regulatory impact, while overlooking the following:
 - An ISO Standard must go through a further process viz. national adoption before any imagined danger may be real.
 - There is no compulsion to adopt an ISO Standard, the decision rests with the National Standards Body
 - One or more PSLs and/or Regional Annexes may be included in the ISO Standard
 - A potential impact of a standard may be perceived differently by different people, influenced by national culture, economic systems, business culture, existing national or industry standards etc.
 - A word (even translated) may have different meanings to different people, influenced by national culture, economic systems, business culture etc.
 - Important needs may be expressed in different ways, or not at all depending on meeting dynamics, and this may cause surprise to others when unexpected negative votes or comments are later received.

TACTICS AND ACTIONS TO RESOLVE:

- TC/SC Chairmen shall and National TAGs should implement the expectations of the volunteers (see doc. 67 N 435 with supplement to cover expectations of the experts themselves)
- National TAGs should provide education for WGCs and PLs, to include cultural and behavioural issues
- National TAGs should make standardisation a part of the volunteer’s job
- Subcommittees may ask regions to prepare their own annexes -- it sharpens their attention to detail
- Workgroup convenors and project leaders should recognize different levels of language capability in their volunteer groups.

STRATEGY: Provide training for chairmen, convenors, project leaders, working group experts and other interested parties.

ISSUES: Need for continuing effort to provide training and education
Lack of understanding of roles, responsibilities and procedures

STATEMENTS ON ISSUE:

- Need to learn the lessons from others - pitfalls
- How can we share best practice and encourage others to follow?
- Insufficient direction on standards development work
- Need more coordination of execution of training to participants
- Inconsistency in training can cause problems in workgroups
- Ignorance of rules results in each workgroup making up their own
- Uncertainty on issues of importance causes delays
- Training of convenors, project leaders is an SC responsibility

TACTICS TO RESOLVE:

- ISO/TC 67 Secretariat shall maintain a package of training material, to be updated annually and included on the TC 67 WWW homepage
- Interested parties shall attend training sessions conducted by the ISO/TC 67 Secretariat
- ISO/TC 67 Secretariat shall “train the trainers”
- SC Secretariats should conduct at least one training session per year for their SC participants and WG convenors
- SC Secretariats shall issue package of important documents to new convenors and project leaders, to include 67 N 435 Rev. 1
- SC should ensure training is provided to every new workgroup at its first meeting
- National TAGs should conduct training sessions
- Training should include cultural and behavioural aspects
- ISO/TC 67 Secretariat will establish an international helpline where problems can be discussed by phone, fax, e-mail or internet.

STRATEGY: Clearly communicate the business benefits of ISO/TC 67

ISSUE: Communication

STATEMENTS ON ISSUE:

- Lack of understanding of benefits of standardization
- Ignorance of standardization process and progress
- Failure to publicise success
- Require compelling arguments to justify industry participation
- Require tangible examples of quantified benefits
- Document writers do not understand the business aspect
- Lack of understanding of the technical content of documents
- Messages lost in the mountain of paper considered as "communication"
- Communications also part of other issues - like training and education
- Problem is what, how and to whom to
- Need success before you can quantify or celebrate.
- Ignorance of the work in progress
- Disconnect between the national standardization bodies and industry
- Complacency is consequence of being able to rely on good API standards
- No implementation of accepted TC 67 Communication Plan (AG 3 N 131)

TACTICS AND ACTIONS TO RESOLVE:

- Develop messages for ISO/TC 67 communication activities
- TC Secretariat shall coordinate common messages
- TC Secretariat shall coordinate communication activities through ISO/TC 67
- TC chairman shall implement the ISO/TC 67 Communication Plan (67/AG 3 N 101).
- TC Secretariat shall engage the services of a professional Public Relations expert to advise on Image and Process.
- TC Secretary shall issue regular glossy newsletter, including a contribution from the ISO/TC 67 Chairman

STRATEGY: Ensure that translation does not hold up progress of documents

ISSUE: Translation of standards

STATEMENTS ON ISSUE:

- It is an ISO rule to have two language versions, English and French, at least at the DIS stage.
- The longer the standard, the more time it takes to have it ready in both languages (2 months for a French version of a 50-page document; 3 months for a French version of 200 pages).
- The translation needs to be validated by the French experts for its technical content.
- Some benefits could arise from this process because, when translation seems to be difficult and even impossible, it could mean that the initial technical content is wrong.

TACTICS AND ACTIONS TO RESOLVE:

- Experts should try to write shorter documents (or documents divided in parts).
- French national TAG will determine whether a French translation is required.
- If not, French TAG will request an exemption from AFNOR.

STRATEGY: Ensure that we have coherently edited, readily publishable documents

ISSUE: To provide proposals for improving the Technical Editing process for the ISO/TC 67 documents at all stages

STATEMENTS ON ISSUE:

1. Poor quality drafts are being delivered
2. Lack of technical editing resources
3. Work groups handling technical form, administrative work and document format slows down process
4. Project Leaders do not use ISO template and are not trained in its use
5. Secretariats unable to handle technical editing

TACTICS AND ACTIONS TO RESOLVE:

- TC 67 Chairman shall form a Joint Industry Project, administered by the ISO/TC 67 Secretariat, to select and fund a technical editor to perform editing function for all in ISO/TC 67 needing assistance
 - SC Secretariat may assist project leaders find a source of technical editing - volunteer or paid
 - SC Secretariat may form editing committee within each subcommittee or working group to perform editing function
 - Project leaders may find their own source of technical editing - volunteer or paid
- Note: ISO/TC 67 will not rely on the ISO/CS for technical editing
- Secretariats refuse a CD registration when draft is not satisfactory
 - Follow ISO publishing directives

STRATEGY: Do everything we can to allow the ISO/CS to publish our documents quickly.

ISSUE: ISO Central Secretariat involvement (DIS, FDIS, Publication)

STATEMENTS ON ISSUE:

- The best way to speed the DIS, FDIS, and publication process is to provide clean, well-edited documents to the ISO/CS.
- Even if we do provide well-edited documents, the documents may still have to wait in line at ISO/CS before they are processed.
- ISO appears to have an incentive to process short documents sooner, especially when they are under pressure to produce a certain number by a deadline. This may put ISO/TC 67 standards, which can be quite long, at a disadvantage.
- ISO/TC 67 has limited experience in actually getting documents published through ISO. Although the documents we have sent for FDIS and publication recently have taken far too long to process, we must recognize that some of these documents were of poor quality in terms of editing and format.

TACTICS AND ACTIONS TO RESOLVE:

- Project leaders shall put technical editing solutions in place to ensure high-quality documents are provided to ISO. Use the ISO template, including ISO-recommended software for figures.
- Once we are confident that we can provide clean, well-edited documents that are ready for publication, TC/SC Secretariats shall approach ISO/CS and ask them to give our documents preferential treatment.
- TC/SC Secretariats monitor the publication situation closely as more documents move into the later stages of the ISO process to see whether ISO/CS can handle increased loads.
- TC 67 Chairman shall fund an ISO/CS staffer dedicated to ISO/TC 67 work.
- If ISO/CS cannot deliver standards in a timely manner, arrange for third party to publish approved documents.

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