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Organisation internationale de normalisation
International Organization for Standardization
Международная Организация по Стандартизации

Our ref. TMB / NWIP

TO THE ISO MEMBER BODIES

Date 2013-01-08

New work item proposal – *Guidelines for Promoting the Assimilation of Management Standards*

Dear Sir or Madam,

Please find attached a new work item proposal submitted by SII (Israel) on *Guidelines for Promoting the Assimilation of Management Standards*. It should be noted that, if the NWIP is approved, the work is proposed to be carried out in a Project Committee.

You are kindly invited to complete the ballot form (Form 05) which could be downloaded at www.iso.org/forms and send it, preferably in Word format, to the Secretariat of the ISO Technical Management Board at *tmb@iso.org* before **8 April 2013.**

Yours faithfully,

Sophie Clivio
Secretary to the Technical Management Board

Encl: NWIP (Form 04)
Israeli Standard SI 40000 – Guidelines for Promoting the Assimilation of Management Standards
Letter from Director of SII

NEW WORK ITEM PROPOSAL	
Closing date for voting	Reference number (to be given by the Secretariat)
Date of circulation	**ISO/TC** 176 **/ SC** N
Secretariat	☒ Proposal for new PC

A proposal for a new work item within the scope of an existing committee shall be submitted to the secretariat of that committee with a copy to the Central Secretariat and, in the case of a subcommittee, a copy to the secretariat of the parent technical committee. Proposals not within the scope of an existing committee shall be submitted to the secretariat of the ISO Technical Management Board.

The proposer of a new work item may be a member body of ISO, the secretariat itself, another technical committee or subcommittee, or organization in liaison, the Technical Management Board or one of the advisory groups, or the Secretary-General.

The proposal will be circulated to the P-members of the technical committee or subcommittee for voting, and to the O-members for information.

IMPORTANT NOTE: Proposals without adequate justification risk rejection or referral to originator.
Guidelines for proposing and justifying a new work item are contained in Annex C of the ISO/IEC Directives, Part 1.

Proposal (to be completed by the proposer)

Title of the proposed deliverable.
(in the case of an amendment, revision or a new part of an existing document, show the reference number and current title)

English title GUIDELINES FOR PROMOTING THE ASSIMILATION OF MANAGEMENT STANDARDS

French title
(if available)

Scope of the proposed deliverable.

This Standard brings provides guidelines for the promotiong of assimilation of management Standards in organizations. The guidelines offer a process of promoting assimilation on the a national level and on the branch sector level, and specifiesy the ways ofto realizatione of this process.

These guidelines are not mandatory requirements, however they are intended to assist in the promotiong ofthe assimilation of management Standards in organizations. This Standard is applicable for all types of management Standards since it is has an all-inclusive approach and is universal in its essence.

Purpose and justification of the proposal.

This Standard presents guidelines intended for individuals or organizations interested to in helping, on the national level or on the branchsector level, for promotinge the assimilation of management Standards in organizations.

This standard is intended to contribute to the adoption of management standards and their inculcation in practice by a wide range of organizations and entities. Dissemination and application of standards is not always as effective as such standards warrant, often being subject to individual initiatives by Quality and other personnel rather than being perceived as contributing in the long term to realizing organizational goals and objectives.

By providing guidelines spanning a broad spectrum of approaches and pathways, this standard should expand the range of awareness and benefits to be achieved by familiarization with standards in general and their incorporation in organizational conduct in particular.

Examples of values and benefits are as follows:

- efficiency;
- effectiveness;
- quality;
- economic contribution to profitability ;
- marketing advantage;
- serviceability (improvement of service to internal and external clients of the organization, customer preservation);
- creation of an image, positioning, reputation;
- accuracy;
- fairness;
- survival;
- sustainability;
- meeting legal requirements and other requirements;
- transparency;
- collaboration with stakeholders;
- safety and health improvement;
- enhancing resilience and security;
- corporative responsibility;
- excellence;
- innovation;
- globality (compatibility with the global alignment);
- protection of private and civil rights;
- promotion of private and community welfare;
- technological and scientific benefit;
- social and cultural benefit to the community or to the general society.

The guidelines in this standard deal with the preparation prior to planning the program for promoting assimilation of management Standards in organizations, to the planning of a master plan (action plan) for promoting their assimilation, to the planning of specific activities for promoting assimilation and for measuring and evaluating the success of the assimilation promoting activities.

The guidelines also deal with the manner of planning and implementation of specific programs for promoting assimilation, according to the Plan-Do-Check-Act (PDCA) method that conforms to application processes of actions.

The guidelines in this standard should assist organizations and bodies such as the following:

A) Standardization and certification institutes interested in promoting assimilation of management Standards or manuals for management Standards;

B) Regulators that have an interest in promoting assimilation of management Standards;

C) Professional associations that want to promote assimilation of management Standards suitable for their purposes;

D) National or public bodies and "third sector" organizations interested in encouraging organizations to assimilate management Standards;

E) Funds offering assistance and budgets for activities related to the assimilation of management Standards;

F) Consultants and professionals involved in Standards assimilation processes in other branches and sectors of the economy - in Israel and around the world.

The recommended principles for actions for promoting assimilation of management Standards are given below:

A) The promotion of assimilation of Standards for the good of the organizations, the community and the society at-large;

B) Open and appropriate transparency and activity;

C) Consideration of stakeholders' interests;

D) Basing activities on experts, persons in the profession, representative associations and relevant organizations, and collaborating with them as much as possible;

E) Commitment to meet legal and other requirements, if relevant;

F) Conformance to existing frameworks and actions;

G) Use of accepted management principles for creating awareness to the existence of management Standards, their implementation and promotion of their assimilation in organizations;

H) Advance planning of actions for assimilation of Standards with constant tracking of their success.

If a draft is attached to this proposal,:

Please select from one of the following options (note that if no option is selected, the default will be the first option):

☐ Draft document will be registered as new project in the committee's work programme (stage 20.00)
☒ Draft document can be registered as a Working Draft (WD – stage 20.20)
☐ Draft document can be registered as a Committee Draft (CD – stage 30.00)
☐ Draft document can be registered as a Draft International Standard (DIS – stage 40.00)

Is this a Management Systems Standard (MSS)?

☐ Yes ☒ No

Indication(s) of the preferred type or types of deliverable(s) to be produced under the proposal.

☒ International Standard ☐ Technical Specification ☐ Publicly Available Specification ☐ Technical Report

Proposed development track ☐ 1 (24 months) ☒ 2 (36 months - default) ☐ 3 (48 months)

Known patented items (see ISO/IEC Directives, Part 1 for important guidance)

☐ **Yes** ☐ **No** **If "Yes", provide full information as annex**

A statement from the proposer as to how the proposed work may relate to or impact on existing work, especially existing ISO and IEC deliverables. The proposer should explain how the work differs from apparently similar work, or explain how duplication and conflict will be minimized.

A listing of relevant existing documents at the international, regional and national levels.

Israel National Standard 40000- GUIDELINES FOR PROMOTING THE ASSIMILATION OF MANAGEMENT STANDARDS (2011)

A simple and concise statement identifying and describing relevant affected stakeholder categories (including small and medium sized enterprises) and how they will each benefit from or be impacted by the proposed deliverable(s)

This Standard presents guidelines intended for individuals or organizations interested in helping, on a national level or on the sector level, promote the assimilation of management Standards in organizations.

Every management Standard intended for assimilation in organizations should bring some benefit or several benefits to the organizations themselves, to various stakeholders outside of the organization or even to the general public. There are Standards that also reflect some value or values.
Examples of values and benefits are as follows:

- efficiency;
- effectiveness;
- quality;
- economic contribution to profitability ;
- marketing advantage;
- serviceability (improvement of service to internal and external clients of the organization, customer preservation);
- creation of an image, positioning, reputation;
- accuracy;
- fairness;
- survival;
- sustainability;
- meeting legal requirements (2.4) and other requirements (2.5);
- transparency;
- collaboration with stakeholders (2.6);
- safety and health improvement;
- enhancing resilience and security;
- corporative responsibility;
- excellence;
- innovation;
- globality (compatibility with the global alignment);
- protection of private and civil rights;
- promotion of private and community welfare;
- technological and scientific benefit;
- social and cultural benefit to the community or to the general society

Liaisons: **A listing of relevant external international organizations or internal parties (other ISO and/or IEC committees) to be engaged as liaisons in the development of the deliverable(s).**	**Joint/parallel work:** **Possible joint/parallel work with:** ☐ IEC (please specify committee ID) ☐ CEN (please specify committee ID) ☐ Other (please specify)

A listing of relevant countries which are not already P-members of the committee.

Preparatory work (at a minimum an outline should be included with the proposal)

☒ A draft is attached ☐ An outline is attached ☐ An existing document to serve as initial basis

The proposer or the proposer's organization is prepared to undertake the preparatory work required ☐ Yes ☐ No

Proposed Project Leader (name and e-mail address) Dr. Avigdor Zonnenshain- avigdorz@rafael.co.il Secretariat-SII Secretary- Havi Sarel-Gore (MSc.)-sarel@sii.org.il	**Name of the Proposer** (include contact information) Havi Sarel-Gore (MSc.)-sarel@sii.org.il

Supplementary information relating to the proposal

☒ This proposal relates to a new ISO document;

☐ This proposal relates to the amendment of existing ISO document

☐ This proposal is for the revision of an existing ISO document;

☐ This proposal relates to the adoption as an active project of an item currently registered as a Preliminary Work Item;

☐ This proposal relates to the re-establishment of a cancelled project as an active project.

Other:

Annex(es) are included with this proposal (give details)

☐

THE STANDARDS INSTITUTION OF ISRAEL
Standardization Division

7 May 2012

To:
ISO TMB Secretary, Mrs. Sophie Clivio
(clivio@iso.org)

Dear Mrs. Clivio,

Initiative for a new field of activity: Assimilation of Management Standards

As part of the Israeli committee for Quality standards, The Israel National Standard SII 40000 – *Guidelines for Promoting the Assimilation of Management Standards* was published in 2011.

SII 40000 is yet another vital tool in the efforts we have been putting into assimilating management standards in Israel, as an organized process inseparable from the standardization work.

We find great importance in turning this standard into an international standard and view it as an important tool for passing on our approach that assimilation of standards is part and parcel of the standardization process.

Enclosed is the English translation of the standard, including the NWIP document with justifications according to ISO Guide 72.

Since the issue at hand is assimilation, we would like to consult with you regarding the most appropriate way for submitting our proposal:

Should we establish a new PC, since the process outlined in this standard can, with mild modifications, serve as an infrastructure for the preparation of other assimilation standards in a wide array of fields, or alternately should we submit the proposal to the management standards committee ISO TC 176?

Your guidance will be much appreciated,

Helen Atarot

Director, Standardization Division
The standards Institution of Israel

42 Chaim Levanon St. Tel Aviv 69977, Israel. Tel: 972-3-6465180, Fax: 972-3-6412762, www.sii.org.il

ISRAELI STANDARD SI 40000

2011

ICS CODE: 03.100

This is a true translation of the Hebrew original. In any case of discrepancy between the original Hebrew text and the English translation, the Hebrew version shall prevail.

GUIDELINES FOR PROMOTING THE ASSIMILATION OF MANAGEMENT STANDARDS

This document is a proposal only

The Standards Institution of Israel

42 Chaim Levanon Street, Tel-Aviv 69977, Tel. 03-6465154, Fax 03-6412762, www.sii.org.il

Descriptors:

standards, guidelines, management, enterprises, organizations.

Updating the Standard

Israeli Standards are reviewed periodically at least every five years, in order to adapt them to scientific and technological developments. Users of Standards should ascertain that they are in possession of the latest edition of the Standard including its Amendments.

A document appearing in the "Reshumot" (The Israeli Official Journal) as an Amendment may be a separate Amendment, or an Amendment incorporated into the Standard.

Standard validity

An Israeli Standard, including revisions, takes effect from its publication date in "Reshumot". Whether the document or parts of it are Official should be checked. An Official Standard or Amendment (in whole or in part) takes effect 60 days following publication of the notice in the "Reshumot", unless the notice states otherwise for the effective date.

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A manufacturer of a product complying with the requirements of the applicable Israeli Standards is entitled, after being licensed by the Standards Institution of Israel, to mark it with the Standards Mark:

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Introduction

New management Standards intended for organizations are published quite often in Israel and around the world. For example, the Standard for Quality Management Systems, SI 9001[(a)], the Standard for Environmental Management Systems, SI 14001[(b)], the Standard for Occupational Safety and Health Management Systems, SI 18001[(c)], and others have all been published.
In addition, original Israeli management Standards have been published, such as: the Israeli Standard SI 5688 Part 1 dealing eith Mass events safety, the Israeli Standard SI 9301 for Safety and quality management systems of land transport and traffic management arrangement, the Israeli Standard SI 5300 Part 1 dealing with Risk Management and the Israeli Standard SI 24001 for Organizational resilience management systems (ORMS).
Furthermore, there are management Standards that are in the process of preparation and have yet to be published, on subjects such as knowledge management, innovation management and project management.

There are management Standards that have become recognizable and vastly assimilated in organizations, however there are also management Standards that have not yet assimilated in organizations. Experience has shown that the assimilation processes of management Standards in organizations can be encouraged and advanced by means of various actions, on a national level and on the sector level, that increase awareness to the existence of the Standard, its importance and its benefits, and helps to locate relevant stakeholders that can be encouraged to get involved in the assimilation processes.
This Standard presents guidelines intended for individuals or organizations interested in helping, on a national level or on the sector level, promote the assimilation of management Standards in organizations.
The guidelines deal with the preparation prior to planning the program for promoting assimilation of management Standards in organizations, to the planning of a master plan (action plan) for promoting their assimilation, to the planning of specific activities for promoting assimilation and for measuring and evaluating the success of the assimilation promoting activities.
The process of promoting assimilation of management Standards in organizations according to these guidelines is given in Chart no. 1 (the numbers in parentheses refer to the clause number in the Standard for each stage).

[(a)] The Israeli Standard is identical to the International Standard, ISO 9001.

[(b)] The Israeli Standard is identical to the International Standard, ISO 14001.

[(c)] The Israeli Standard is identical to the International Standard, OHSAS 18001.

The guidelines also deal with the manner of planning and implementation of specific programs for promoting assimilation, according to the Plan-Do-Check-Act (PDCA) method that conforms to application processes of actions.

This Standard does not establish mandatory requirements for performance in the field of promoting assimilation of management Standards in organizations, but only provides guidelines that outline possible ways of action for promoting assimilation.

The guidelines should assist organizations and bodies such as the following:

A) Standardization and certification institutes interested in promoting assimilation of management Standards or manuals for management Standards;

B) Regulators that have an interest in promoting assimilation of management Standards;

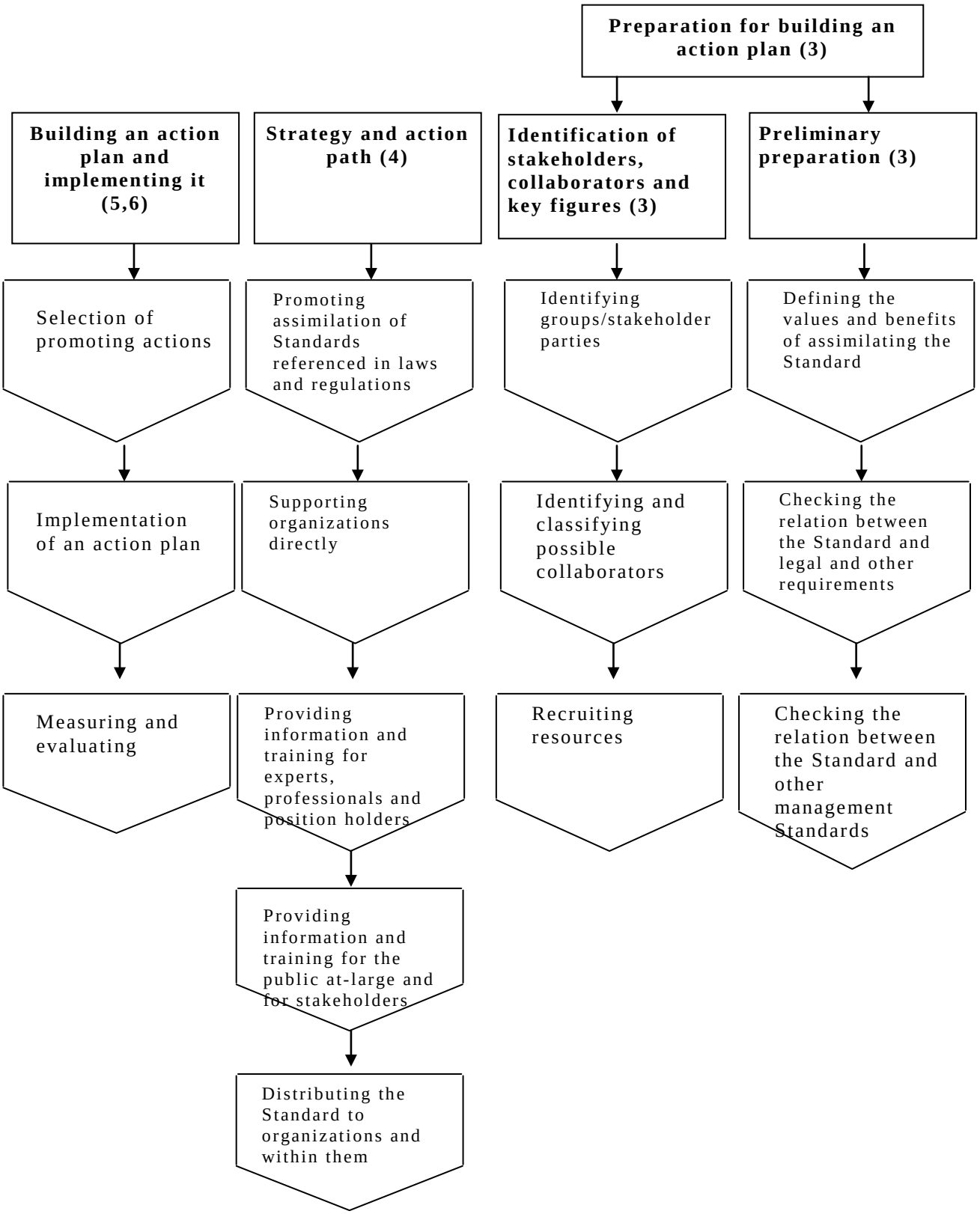
C) Professional associations that want to promote assimilation of management Standards suitable for their purposes;

D) National or public bodies and "third sector" organizations interested in encouraging organizations to assimilate management Standards;

E) Funds offering assistance and budgets for activities related to the assimilation of management Standards;

F) Consultants and professionals involved in Standards assimilation processes in other branches and sectors of the economy - in Israel and around the world.

Chart no. 1 – Assimilation of management Standards in organizations promoting process



According to the guidelines in Chart no. 1, the recommended principles for actions for promoting assimilation of management Standards are given below:

A) The promotion of assimilation of Standards for the good of the organizations, the community and the society at-large;
B) Open and appropriate transparency and activity;
C) Consideration of stakeholders' interests;
D) Basing activities on experts, persons in the profession, representative associations and relevant organizations, and collaborating with them as much as possible;
E) Commitment to meet legal and other requirements, if relevant;
F) Conformance to existing frameworks and actions;
G) Use of accepted management principles for creating awareness to the existence of management Standards, their implementation and promotion of their assimilation in organizations;
H) Advance planning of actions for assimilation of Standards with constant tracking of their success.

1. Scope

This Standard provides guidelines for the promotion of assimilation of management Standards in organizations. The guidelines offer a process of promoting assimilation on a national level and on the sector level, and specify the ways to realize this process.

Note:

These guidelines are not mandatory requirements, however they are intended to assist in promoting the assimilation of management Standards in organizations. This Standard is applicable for all types of management Standards since it has an all-inclusive approach and is universal in its essence.

2. Terms and definitions

For the purposes of this standard, the following definitions are applicable:

2.1 Key person

A position holder in any organization (2.2) or sector, that has an interest and ability to promote assimilation of management Standards, and is ready to cooperate with the action plan manager (2.7) and be actively involved in promoting assimilation processes of management Standards in the organization or in the sector in which he operates.

2.2 Organization

A group of people or facilities that have an arrangement of responsibilities, authorities and reciprocity.

Examples:

Company, corporation, business, institute, charity, federation, or parts of or combinations of them.

Note 1:

The arrangement is generally systematic.

Note 2:

An organization may be public or private.

2.3 Key success factor

Conditions, resource, status, activity and any other factor that is essential to the success of a promoting action (2.10), or contributes to it significantly.

2.4 Legal requirements

Any requirement or authorization related to activities carried out in the organization, as published by a regulatory authority, and is legally binding, such as: laws and regulations, official Standards, certifications, licenses, authorizations and decrees given by regulatory bodies.

2.5 Other requirements

Any requirement or authorization relative to activities carried out in the organization, that is not a legal requirement, that the organization can meet according to its conditions and needs, such as: corporation/company requirements, internal-organizational work instructions and procedures.

2.6 Stakeholder

A person, organization or group that have an interest in promoting assimilation of a management Standard or Standards in organizations or that may be affected by the assimilation of the Standards.

2.7 Action plan manager

A person or team appointed to be responsible for the planning and implementation of the action plan (2.12) and its control.

2.8 Procedure

A defined way of performing an activity or a process.

Note:

Procedures may or may not be documented.

2.9 Risk management

A process that includes detecting risk factors, conducting risk assessment and making a decision on activities to reduce the risk level to an acceptable risk level.

2.10 Promoting activity

An activity within the framework of the action plan (2.12) that has defined goals in the field of assimilation promotion of a management Standard or Standards, limited in time and

budget, and headed by the person responsible for the activity. This activity may be carried out by an organization or a single body, or by several collaborators (2.11).

2.11 Collaborator

A person or organization taking part in the planning and/or implementation of a promoting activity (2.10) within the framework of the action plan (2.12) for promoting assimilation of a management Standard or Standards in organizations.

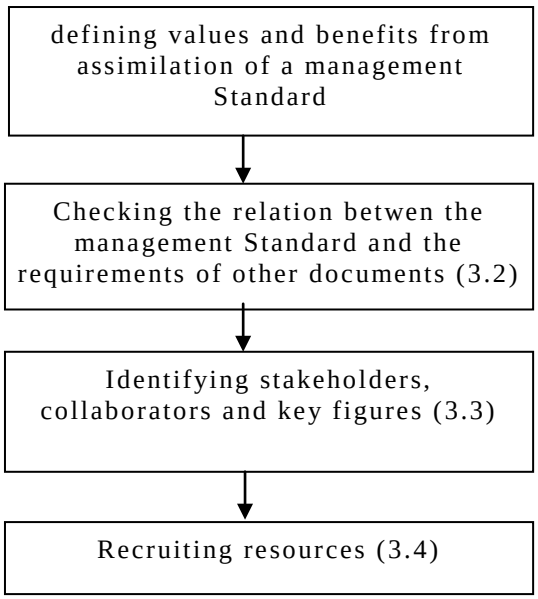
2.12 Action plan

A plan that includes several activities for promoting assimilation of a management Standard or Standards in organizations, including a description of the nature of the activities and the collaborators and a plan to implement the activities which includes establishing the person in-charge, the budgets and a time schedule for each activity.

3. Preparations for constructing an action plan to promote assimilation of management Standards

The preparation process for constructing an action plan (2.12) to promote assimilation of management Standards in organizations is detailed in Chart no. 2 below and in clauses 3.1 to 3.5.

Chart no. 2 – Preparation process for constucting an action plan



3.1 Defining the values and benefits of assimilating a management Standard

3.1.1 Every management Standard intended for assimilation in organizations should bring some benefit or several benefits to the organizations themselves, to various stakeholders (2.6)

outside of the organization or even to the general public. There are Standards that also reflect some value or values.

The first stage in designing an action plan for promoting assimilation of any management Standard in organizations shall be the identifying the values expressed by the Standard and identifying the benefits that can be derived from the process of its assimilation in the organization.

Examples of values and benefits are as follows:

- efficiency;
- effectiveness;
- quality;
- economic contribution to profitability ;
- marketing advantage;
- serviceability (improvement of service to internal and external clients of the organization, customer preservation);
- creation of an image, positioning, reputation;
- accuracy;
- fairness;
- survival;
- sustainability;
- meeting legal requirements (2.4) and other requirements (2.5);
- transparency;
- collaboration with stakeholders (2.6);
- safety and health improvement;
- enhancing resilience and security;
- corporative responsibility;
- excellence;
- innovation;
- globality (compatibility with the global alignment);
- protection of private and civil rights;
- promotion of private and community welfare;
- technological and scientific benefit;
- social and cultural benefit to the community or to the general society.

It is recommended to prepare separate and detailed lists of values and benefits of assimilation of the Standard for the organization itself, for other stakeholders, for a specific branch or sector and for the community and society in general. Identifying the values and the benefits of assimilating the Standard will help in promoting its assimilation among the stakeholders, and thereby will also indirectly help in planning promoting activities (2.10).

Table 1 presents an example of a list of values and benefits in assimilating the Israeli Standard SI 18001 for occupational health and safety management systems in organizations.

Table 1 – Example of a list of values and benefits in assimilating the Standard for occupational safety and health management systems

Values and benefits for the organization itself	Values and benefits for the community around the organization	Values and benefits for the whole society
- Safety and health - Economic benefit - Efficiency - Effectiveness - Meeting requirements - Marketing advantage - Positive image	- Promoting individual welfare (prevention of harm to workers from the community) - Improvement of the ability to realize goals	Economic contribution (reduction of public expense to people injured in accidents)

3.2 Checking the relation between the management Standard and the requirements of other documents.

3.2.1 Checking the relation between the Standard and legal and other requirements

There is great importance in checking the relation between the Standard and legal requirements (2.4) and other requirements (2.5). Reference in the laws or regulations requiring compliance with the requirements of a specific Standard provides powerful leverage for its assimilation in organizations.

Regarding management Standards, there is usually no reference to them in laws and regulations that requires their implementation. However, there may be legal and other requirements that deal with parts or certain elements of the management Standard or are connected to the Standard in a general manner.

For example, the voluntary Standard for safety and quality management systems of land transport and traffic arrangement systems (SI 9301) has a certain relation to mandatory regulations on the subject of budget and monetary management. This relation can be an advantage in activities for promoting assimilation since it can then be presented, among others, as facilitating compliance with the relevant requirements for budget and monetary management. In this manner, it is desirable to prepare a list of laws, regulations, decrees, instructions, national procedures, mandatory and official Standards and other sources, whose requirements are related to the field of the Standard or its purposes.

In addition to all the abovementioned documents, it is recommended to identify the relation between the Standard to the other relevant requirements, such as:

- requirements of national or international Standards;
- treaties and collective agreements;
- requirements applicable to a specific branch or sector;
- requirements or instructions of professional associations and organizations;
- requirements that are expressed in the policies of organizations and especially of mother companies (in international organizations).

3.2.2 Checking the relation between the Standard and other management Standards

Often the management Standard to be assimilated has a relation to other management Standards, e.g. the Standard for environmental management systems (SI 14001) is related to the Standard for occupational health and safety management systems (SI 18001), and furthermore the Standard for quality management systems (SI 9001) is related to the Standard for safety and quality management systems of land transport and traffic arrangement systems (SI 9301), etc.

Finding management Standards that related to a Standard might help the process of promoting assimilation in organizations in various ways, such as:

- Finding organizations that, in the past, assimilated similar Standards and therefore, may assimilate the desired Standard or benefit from its assimilation;
- Finding stakeholders (2.6) that may be collaborators (2.11);
- Planning assimilation activities for the desired Standard while complying with existing management systems in the organization (e.g. combining quality procedures and environmental quality procedures in a common procedure manual).

Finding Standards that are related to a management Standard to be assimilated may also apply to relevant Standards in other countries, and also for documents of institutional bodies and other associations that represent groups of organizations in a specific economic branch or in a specific field.

3.3 Identifying stakeholders, collaborators to an activity and key figures

3.3.1 Identifying and classifying stakeholders that can benefit for assimilating the Standard

Management Standards generally deal with the organization as a whole, but there are populations, groups or position holders in and out of the organization that the Standard may affect more than others.

These stakeholders (2.6) that have a relation to the field or content of the Standard and therefore, its assimilation may directly or indirectly affect their functioning, may be identified and employed for promoting assimilation of the Standard.

These stakeholders may be classified according to the following main groups:

- Economic sector;
- Occupation;

- Trade unions;
- Employee associations;
- Employer associations;
- Government ministries and governmental bodies;
- Public institutions;
- Associations, societies and informal organizations;
- Research and scientific community;
- Organizational consultants;
- Organizational service providers;
- Educational institutions (for studies, training and certification for those related to the Standard).

Table 2 presents an example of stakeholders who may benefit from assimilation of Israeli Standard SI 18001 for occupational health and safety management systems in organizations.

Table 2 - An example of stakeholders who may benefit from assimilation of Israeli Standard SI 18001 for occupational health and safety management systems

Class of stakeholder	Examples of stakeholders	Comments
Economic sector	Industrial sector, construction sector, agricultural sector and health sector	These economic sectors have a high than average accident rate
Occupation	-Plant managers - Appointee for safety at work - Safety and reliability engineers - Quality assurance personnel - consultants - Lecturers, teachers and educators	- Those responsible for plant safety by law - Professionals dealing with safety in plants – - Persons dealing with combining the Standard with other Standards in the organization – –
Professional associations and organizations	- Organization responsible for safety - Engineer's association - Engineer's organization - Contractor's union	–

(table continued on next page)

Table 2 - An example of stakeholders who may benefit from assimilation of Israeli Standard SI 18001 for health and safety management systems in industrial organizations (continued)

Class of stakeholder	Examples of stakeholders	Comments
Employee associations and organizations	Trade unions	Several associations have departments for health and safety at work
Employer associations	Manufacturers Association of Israel	–
Government ministries and governmental bodies	- Ministry of Industry, Trade and Labor – Work Supervision Division - Ministry of Health - National Insurance Institute	- The Ministry of Industry, Trade and Labor is responsible for enforcing safety laws. - The Ministry of Health deals with treatment of the injured. - The National Insurance Institute deals with compensation of the injured, their rehabilitation and funding activities for enhancing safety at work.
Public institutions	Institute for Occupational Safety and Hygiene	The Israel Institute for Occupational Safety and Hygiene operates by Law of the Labor Inspection Organization - 1954
Associations and organizations	"Israel Safety Forum"	Self-organization by plants
Research and scientific community	- Department of management and Safety Engineering at the Ben-Gurion University - Research Center for Safety at Work and Human Engineering in the Technion – Israel Institute of Technology	–
Organizational consultants	–	Consultants deal with assimilation of Standards in an organization or with organizational change
organizational Service providers	- Safety consultants and safety companies - Hygiene consultants and hygienists - Laboratories and certified inspectors (including hygiene service providers) - Associated service providers such as fire safety and electricity	–
Educational institutions	- University departments - Colleges	- Departments that have an interest in the field of the Standard - Assimilation of a Standard may lead to opening additional professional courses

3.3.2 Identifying and classifying possible collaborators to an activity

3.3.2.1 The possible collaborators to an activity (2.11) interested in promoting assimilation of the Standard in organizations who have powerful sources, shall be identified, such as:

- Formal authority (e.g. authorities, licensing institutions);
- Informal authority (entities that have the ability to influence decision makers or members in the association or in the community);
- Expertise in the content fields relevant to the Standard;
- Organizational resources (collaborators capable of taking part in initiating and realizing actions on a wide scale);
- Monetary resources (collaborators with a budget intended for purposes that comply with the purposes of the Standard).

Appealing to the public at-large shall be considered in order to find and recruit collaborators from among them.

3.3.2.2 The possible collaborators to an activity can be classified into four levels, in descending order of the expected support in promoting the Standard assimilation processes in organizations:

A. "Key collaborators" – those for whom the field of the Standard relates to the core of their business, or that the Standard provides an answer to their main goals, and that have sufficient influence and resources to propel the assimilation processes of the Standard;

B. "Active collaborators" – those who can be involved in the actions or specific and defined aspects of the action plan (2.12);

C. "Passive collaborators" – those whose goals coincide with the purposes of the Standard but do not have an interest in or are not capable of being active collaborators in the process of promoting assimilation in the organization;

D. "Disinclined collaborators" – those who oppose assimilation of the Standard since, in their opinion, it may hurt their interests or goals.

"Key collaborators" are the natural candidates to fill key functions within the framework of the action plan, and their help to promote assimilation of the Standards can be expected to be significant.

"Active collaborators" can take part in specific, localized actions that overlap with their fields of interest.

"Passive collaborators" are those expected not to actively participate in the activities but will not object to promoting assimilation of the Standard.

As for the "Disinclined collaborators", it is recommended to devise ways to prevent their opposition to the assimilation promotion process of the Standard and to nullify their possible negative influence on the process.

3.3.3 Identifying key personnel

In order to aid in promoting assimilation of the Standard in organizations, key personnel (2.1) shall be identified among the collaborators (2.11) to an activity in the organization or in the sector in which they are interested in assimilating the Standard. These key personnel may and should be harnessed to the effort of promoting assimilation of the Standard, and to cooperate with them within the framework of promoting activities (2.10). A key person in an organization should act as an agent of change operating within the organization to create positive attitudes towards assimilation of the Standard, and to be an active part in its drive, in urging the process on, in obtaining resources or even in active management of the assimilation promoting process in the organization.

3.4 Recruiting resources

3.4.1 Resources for realizing the action plan (2.12) and/or carrying out a promoting activity (2.10) within the framework of the plan can be recruited from sources such as the following:

- Government ministries' budgets;
- National and public institutions' and bodies' Budgets;
- Research-financing funds;
- Funds supporting activities related to action plan (2.12) activities;
- Contributions and support from public bodies, associations and institutions;
- Budgets from industrial association, trade associations and from employers;
- Budgets from workers' organizations.

3.4.2 The manner of obtaining resources will depend on the instructions and guidelines of the financing source. Each request for a budget or for support shall be carefully tailored to the guidelines of the financing body, while meeting the various threshold conditions that vary from time to time.

3.5 Practical example

Table 3 (on next page) presents an example of mapping possible collaborators in the process of promoting assimilation of the Israeli Standard, SI 18001 for Occupational Health and Safety Management Systems in organizations.

Table 3 - Example of mapping possible collaborators in the process of promoting assimilation of the Israeli Standard for Occupational Health and Safety Management Systems [(a)]

Collaborator	Type of collaborator	Role of collaborator	Budgets for action[(b)]	Organizational ability[(b)]
Ministry of Industry, Trade and Labor – Work Supervision Division	Key	Supporting legislation	–	–
Institute for Occupational Safety and Hygiene	Key	distributing knowledge, educating for maintaining health and safety, aid in assimilation in organizations	–	–
Manufacturers Association in Israel	Key	distributing knowledge, educating for maintaining health and safety, enlisting organizations for assimilation	–	–
The National Insurance Institute – Manof Fund	Active	Financing actions for enhancing health and safety	–	–
Preventive action and research on occupational health and safety in the Ministry of Industry, Trade and Labor	Active	Financing research and activities in the fields of health and safety	–	–
Contractor's union	Active	Assimilation of the Standard in the construction industry		
Faculty of Civil Engineering in an academic institution	Active	Carry out research in the field of safety in construction	–	–
Small and medium-size plant owners	Disinclined	Deterred by the costs of assimilating the Standard	–	–

Note:
(a) The list is brought as an example only. Other possible collaborators to an activity may be added, as appropriate.
(b) The budgets for action and organizational ability shall be filled in by the user, as appropriate.

4. Strategy and course of action for promoting assimilation of management Standards in organizations

The processes for assimilation of management Standards in organizations may be promoted in various ways, such as those detailed below:

- Promoting assimilation of Standards referenced in laws and regulations;

- Direct support of organizations in order to encourage voluntary assimilation of the Standard;
- Providing information and training for experts, professionals and position holders (having an interest in the Standard);
- Providing information and training for the public at-large and for stakeholders (2.6);
- Distributing the Standard to organizations with the aid of stakeholders.

4.1 Promoting assimilation of Standards referenced in laws and regulations

The reference of a Standard in laws and regulations can promote its assimilation. Organizations required to meet the requirements of a Standard referenced in laws and regulations will be interested in promoting its assimilation within the organization policy framework of meeting legal requirements (2.4). The obligation to meet the requirements of the Standard can be achieved not only by its being referenced in laws and regulations, but also by its reference in instructions, orders and procedures, published from time to time by the authorities, that are also mandatory.

However, the obligation to meet the requirements of the Standard is not necessarily the preferred strategy; there are Standards it is not logical to require compliance with and it is preferred that they be assimilated voluntarily, such as the Standard dealing with innovation or the Standard dealing with projects management[(1)]. For example, it was decided to publishe the Standard for Occupational Health and Safety Management Systems (SI 18001) as a voluntary Standard in all countries.

4.2 Direct support of organizations in order to encourage voluntary assimilation of the Standard

Various actions can be carried out whose purpose is direct support of organizations that are willing to assimilate the Standard. Direct support of organization can be provided as follows:

- Preparing tools and manuals for assimilation – including explanations on the manner of assimilating the Standard and its maintenance in the organization, providing the required forms and explaining the possible manners of assimilation of the different elements of the Standard;
- Providing experts' consultation services to organizations in order to aid in the assimilation;
- Initiating actions for practical support, financial and professional, in assimilating the Standard in a group of organizations belonging to a specific sector;

[(1)] These Standards are in preparation.

- Initiating actions for financial support or financial participation for expenses resulting from assimilating the Standard;
- Developing and distributing suitable software for use by the organizations;
- Nurturing leading organizations that will be frontrunners in the assimilation process and will set an example and a model for others.

Direct support of an organization will lead to the desired result, i.e., assimilation of a management Standard in the organization, only if there is a key person in the organization (2.1) of proper authority, acting as an agent of change in organization to promote the Standard assimilation process, and who can be collaborated with in the various stages of the assimilation process.

4.3 Providing information and training for experts, professionals and position holders

A change in experts', professionals' and position holders' opinion shall be achieved by targeted information providing and training actions. For the information providing and training actions, specific targeted populations shall be found, information providing and training requirements shall be examined and goals shall be defined.

Following are examples of experts, professionals and position holders, suitable for being a targeted population for information receiving and training:

- Professionals and position holders whose core business is related to the contents of the Standard (e.g. traffic safety officers and transportation department managers whose business is associated with assimilation of the Israeli Standard SI 9301 for safety and quality management systems of land transport and traffic management arrangement);
- Top management, other superiors, and other employees of the organization dealing with fields relevant to the field of the Standard;
- Research and academic personnel dealing with fields connected to the Standard;
- Decision-makers, senior position-holders in the economy or in a company or in the relevant sector;
- Consultants and organizational consultants;
- Lecturers, teachers and educators in academic institutions.

The manner of application of the information providing and training depends on the traits of the target population, the contents conveyed, the budgets available for the program, etc.

Examples for implementation of information providing and training:

- Professional courses and seminars;
- Combining information providing and training in academic courses;
- Seminars and conferences – including international conferences;
- providing information in the mass media or in designated media (such as professional journals and information pamphlet);

- Knowledge sharing through the internet with the aid of information centers;
- Distribution of training material;
- Publicity in the media, including pamphlets, catalogs, etc.

4.4 Providing information and training for the public at-large and for stakeholders

Appealing to the public-at-large or to some sector within them may influence public opinion, and cause it to become a motivating factor for organizations in the assimilation of Standards. This appeal in the form of an explanation, that relays focused and clear,easily understandable information to the public, can be carried out by the use of the different types of media, as appropriate.

Appealing to the public-at-large is likely to increase the awareness of clients and consumers to a specific subject, and to cause them to demand that the organization assimilate a Standard that deals with that same subject. For example, informing the public of the harm of water that does not meet the requirements of the Standard is likely to promote assimilation of the Standard for the quality of potable water.

In a practical way, stakeholders (2.6) shall be identified among the public-at-large. For each group of stakeholders found, it can be considered whether it is necessary to plan information providing and training programs, and how to implement these plans.

4.5 Distributing the Standard to organizations and within them

In order to promote assimilation of the Standard and to create awareness of its existence and its contents, it shall be distributed to organizations and within the organizations.

Actions of direct distribution to organizations can be taken by sending publicity material, invitations to seminars, etc. Distribution of the Standard to organizations and within them can be carried out by collaborators (2.11) acting as distribution agents, e.g. distribution of the management Standard by organizational consultants in organizations.

Below are typical measures that may be useful in planning the distribution of the Standard to organizations and within them.

- Conducting market researches intended to examine the clients' needs, their preferences, their intentions and their positions on assimilating the Standard;
- Branding and positioning the Standard by for instance, by using symbols or characters and also by creating a relationship between it and other common Standards and/or other Standards applied and assimilated Standards by leading organizations;
- Mapping the benefits of the Standard to organizations: preparing a detailed list of the benefits of the Standard to any organization (or group of organizations) which the Standard is intended to be distributed and its assimilation promoted in, according to the

needs of the client, their policy and values. This kind of mapping will help narrow the distribution and make it more efficient.

The following factors shall be taken into account in planning the distribution of the Standard:

Using other stakeholders, the extent of distribution, the manner of distribution, etc.

The activity of distributing the Standard shall be one of the promoting activities (2.10) of the action plan (2.12). The efforts to distribute the Standard to and within the organization will be more efficient if there is a key person (2.1) assisting in distribution of the Standard and encouraging the organization management to assimilate it.

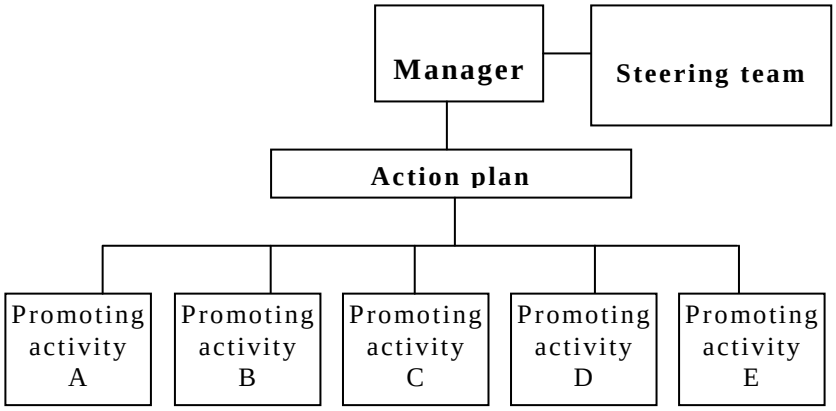
5. Building an action plan to promote assimilation of management Standards in organizations

5.1 General

- At the head of the action plan (2.12) shall be an action plan manager (2.7). The action plan manager shall have the full responsibility for setting the goals and targets of the plan, for selecting collaborator (2.11), for recruiting resources, for defining and initial planning of promoting activities (2.10), and also for tracking and control of performance of the activities and progress of the plan (see clause 6.1).
- It is recommended that a steering team shall operate alongside the action plan manager to guide him and assist him in his work. The steering team should be composed, as much as possible, of key or active collaborators (see clause 3.3.2.2).
- At the stage of building an action plan, a group of promoting activities shall be defined. The promoting activities shall be conducted in coordination with and direction of the action plan manager.

Figure 3 presents a schematic drawing of the action plan for promoting assimilation of management Standards.

Figure 3 - Action plan for promoting assimilation of management Standards in organizations

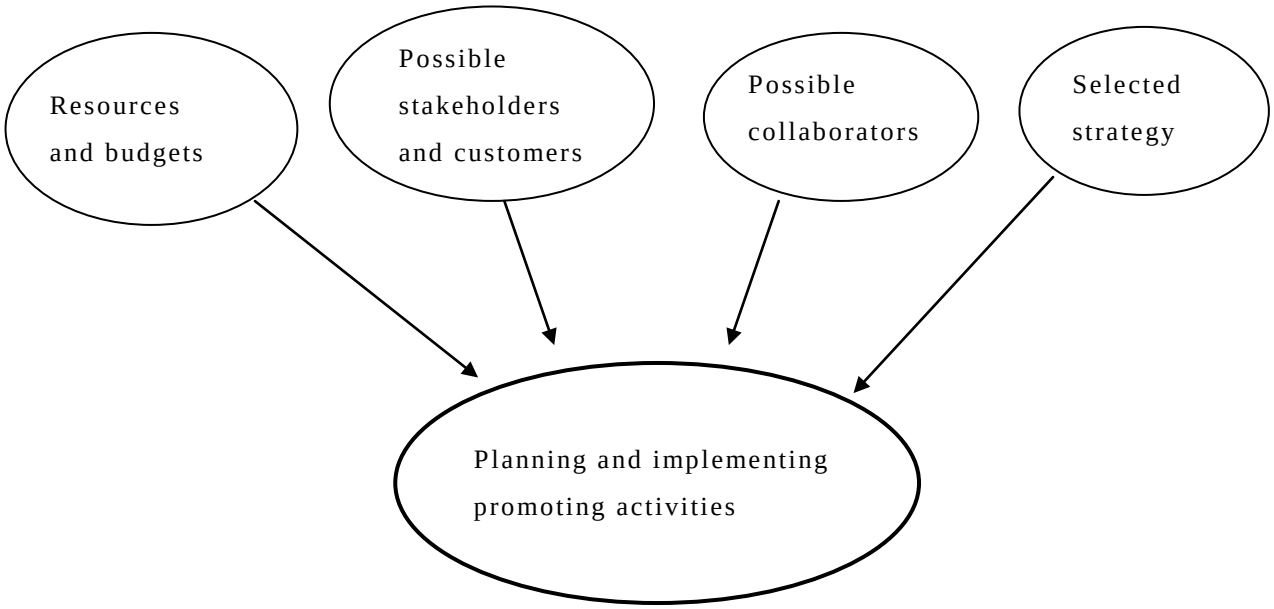


5.2 Promoting activities

5.2.1 When selecting promoting activities (2.10) within the action plan (2.12) framework, the following factors shall be taken into account (see Figure 4):

- The chosen strategies for promoting assimilation of the Standard in organizations;
- The possible collaborators (2.11) (including identifying their main benefits from assimilating the Standard);
- The possible stakeholders (2.6) and clients of the Standard for which the activitiy wull be aimed;
- Available resources and budgets.

Figure 4 – Building a promoting activity within the action plan framework



5.2.2 In planning the promoting activities within the action plan framework, the following factors shall be taken into account:

A. Planning promoting activities for various time periods (immediate term, short term, medium term and long term);

B. Finding an "opportune window", i.e. finding existing circumstances, at a given time that are especially convenient for applying promoting activities;

C. Planning the promoting activities to integrate with other promoting activities in the action plan framework and be compatible to them;

D. Planning efficient promoting activities that should directly and significantly affect the overall process of promoting assimilation of the Standard in organizations.

5.2.3 In planning any promoting activity within the action plan framework, at the very least, the following will be related to:

- Appointing a manager or overall-responsible person for carrying out the activity;
- Clearly defining the essence of the activity and its goals, while detailing the target population or the clients of the activity;
- Initial planning of the possible collaborators (2.11), including identifying the main benefits for them from assimilating the Standard;
- Detailing of the collaborators;
- Obtaining funding for the activity;
- Planning the activity, including manpower, performance procedures, schedule and budget;
- Traceability of the performance of the activities and manner of communication with the action plan manager (2.7).

A risk management procedure (2.9) should also be carried out with each promoting activity in order to identify and assess risks and threats ahead of time, and to prepare for reducing them in a manner that will help identify opportunities for improvement.

5.3 Key success factor for promoting activities

In order to improve the chances for success of the promoting activities, it is recommended to define in advance the key success factors (2.3) whose presence or implementation are essential to the success of the assimilation promoting process of the Standard in the organization.

Examples of common key factors are the following:

- Obtaining funding for the activity;
- Locating a key person (2.3) in the organization and operating him;
- Cooperating with top management;

- Willingness of managers to show leadership, commitment and involvement in the assimilation process of the Standard;
- Agreement of the stakeholders (2.6) or of a position holder in the organization of the need to assimilate the Standard in the organization, agreement that is essential for the success of the assimilation process;
- Appointing a suitable person as an action plan manager (2.7) to head the assimilation process in the organization;
- Existence of an assimilation process of the Standard in a defined time limit while preserving its importance and vitality;
- Establishing a managerial organizational array that supports the implementation and assimilation of the requirements of the Standard;
- Collaborating with a specific party or a specific unit in the organization;
- Combining the management system in the proposed Standard with other management systems.

5.4 Practical example

Table 4 presents an example for an action plan to promote assimilation of Israeli Standard SI 18001 for occupational health and safety management systems in organizations.

Table 4 – An example of an action plan to promote assimilation of Israeli Standard SI 18001 for occupational health and safety management systems

Description of promoting activities	Key collaborators	Period of activity	Budgeting party	Comments
Developing the methodology and tools for assimilating the Standard in small and medium-sized plants	- Institute for Occupational Safety and Hygiene -Private companies	2005	"Preventive action" in the Ministry of Industry, Trade and Labor	The activity will include a field trial for assimilating the Standard in 25 plants
Seminars and training required by law for those responsible for safety at work	Institute for Occupational Safety and Hygiene	2005-2008	Self-financing	Seminars also in the framework of training required by law under the Regulations of the Organizing Control of Work law (appointee for safety, 1996)
Direct support of plants for assimilation of the Standard by funding a consultant to accompany the assimilation process	-National Insurance Institute- Manof Fund -Manufacturer's Association -Academic Institution -Institute for Occupational Safety and Hygiene -Private companies	2006-2007	National Insurance Institute-Manof Fund	Assistance to 30 organizations interested in assimilating the Standard

Establishment of an "Authorized Institute" to manage occupational health and safety as a representative of the International Labor Organization in Geneva	-International Labor Organization in Geneva (ILO) - Institute for Occupational Safety and Hygiene	–	"Preventive action" in the Ministry of Industry, Trade and Labor	–
Preparation of a manual for assimilating the Standard	"Authorized Institute" - Institute for Occupational Safety and Hygiene	2007	"Preventive action" in the Ministry of Industry, Trade and Labor	The manual will include subjects of occupational hygiene
Assimilation of the Standard in the Construction Branch	-Institute for Occupational Safety and Hygiene -Civil Engineering Faculty	2008	National Insurance Institute-Manof Fund	The activity will include a field trial
Organizing a national conference on the subject of occupational health and safety	Institute for Occupational Safety and Hygiene	2007	"Preventive action" in the Ministry of Industry, Trade and Labor	–

5.5 Implementing the action plan for promoting assimilation of a management Standard in organizations – typical stages

The typical stages for the process of promoting assimilation of a management Standard in an organization are as follows. The stages presented are an example only and there may be other stages depending on the circumstances, the needs and the capabilities of the organization.

A. Making a fundamental decision in the organization to assimilate the Standard, and the manner of combining its principles in the organizational policy;

B. Involving the organizations' stakeholders (2.6) in the goalss of the Standard and harnessing them to the processes of assimilating it in the organization;

C. Setting up a lead team that will determine the time schedule for the process of assimilating the Standard, manage it and appoint an action plan manager (2.7);

D. Initial instructions for the organization management and the professionals on the expected effects of assimilating the Standard on the organization and on their expected role in the assimilation process;

E. Performing an initial survey to check the existing situation, to locate gaps between the existing situation and the requirements of the proposed Standard and to locate areas that require handling and/or consideration in the organization for the assimilation;

F. Detail planning of the manner of combining the Standard in the organization's activities and assimilating it, including definition roles, defining responsibilities and authorities,

communication, reporting, documentation, assessment, etc. On occasion, a methodology or professional tools required for assimilating the Standard will be required to be selected or developed;

G. Planning criteria and control and evaluation methods for evaluating compliance with the requirements of the Standard and the progress of the action plan;

H. Determining what actions will express and represent the involvement of managers in the assimilation of the Standard (management leadership);

I. Writing procedures according to the requirements of the Standard and its instructions and combining them, as much as possible, with other existing management systems;

J. Training relevant employees, and determining collaboration patterns with the workers and their representatives (if required);

K. Implementing the action plan including training in necessary, and taking various required actions;

L. Self-auditing or external auditing for meeting the requirements or instructions of the assimilated Standard;

M. Assessment of the efficiency of the management system established according to the instructions of the Standard;

N. Discussing the Standard within the framework of a top management meeting (management review) for evaluating it, and making decisions concerning changes and/or improvements to the manner of assimilation of the Standard in the organization.

6. Measurement and evaluation

6.1 General

The action plan manager (2.7) shall arrange, among others, tracking and control of the performance of the activities within the framework of the action plan (2.12) and of the progress of the whole plan. For this, he shall maintain a measuring and evaluating mechanism that relates both to the performance of actions according to the set budgets and timeframes (performance criteria of the plan), and also to the effectiveness of the actions taken for purposes of promoting assimilation of the Standard (effectiveness evaluation).

6.2 Performance criteria

The action plan manager shall make a list of all the promoting activities within the plan including the person responsible for its implementation, the budget and time schedule, according to the instructions of clause 5.2 above. This list shall be updated on a regular basis in order to reflect the actual progress of every activity compared with the planned time schedule and budget.

In order to carry out tracking and control, the manner of reporting to the action plan manager on the progress of the various activities by those responsible for them, shall be defined.

For the purposes of measuring the performance of an activity, and of the entire plan, criteria such as the following may be of assistance:

- Actual performance of actions defined for each and every activity;
- Performance of the activities on time (meeting the established time schedules);
- Staying within the budget intended for the activity, including under exploitation and deviation from the budget;
- Complying with the established communication and reporting procedures to allow a dialogue between the action plan manager and those responsible for the various activities.

6.3 Effectiveness evaluation

There is great importance in measuring and tracking the effectiveness of the various activities performed within the action plan framework to promote assimilation of the Standard. Effectiveness evaluation can relate to three different levels of success in promoting assimilation of the Standard, as follows:

1) Positive Change in the attitude of stakeholders (2.6) towards promoting assimilation of the Standard, including willingness to cooperate;
2) Willingness of the collaborators (2.11) to devote resources to realize the promoting assimilation process of the Standard, including the degree of their involvement in the process;
3) Actual success of the promoting assimilation process of the Standard, evaluated by the number, the nature and the characteristics of the organizations that are in various stages of assimilating the Standard.

Even though levels (1) and (2) do not show actual assimilation of the Standard, they have great importance regarding the change processes occurring in time frames that are not immediate, and they constitute preparation of the groundwork for future assimilation of the Standard or of similar Standards.

Typical tools that can help the effectiveness evaluation include market researches, surveys and focus groups in which the subjects of promoting assimilation of the Standards are dealt with in depth.

Bibliography

Israeli Standards

SI 5300 Part 1 - Risk management

SI 5688 Part 1 - Mass events safety: Safety management system - Specifications

SI 9001 - Quality management systems - Requirements

SI 9301 - Safety and quality management systems of land transport and traffic arrangement - Requirements

SI 14001 - Environmental Management Systems - Requirements with guidance for use

SI 18001 - Occupational health and safety management systems - Requirements

SI 24001 - Organizational resilience management system (ORMS) - Requirements and guidance for use

Israeli laws, regulations and documents

Organizing Control of Work Law, 1954 and its regulations

Organizing Control of Work Regulations (appointee for Safety), 1996