



Standards & Certification

Successful Committee Practices for ASME Standards Development Committees



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The American Society of Mechanical Engineers® (ASME®)

THE ASME COUNCIL ON STANDARDS AND CERTIFICATION developed a task team to survey all ASME Standards & Certification (S&C) Standards Committees and identify successful practices currently being used by S&C standards development committees. These successful practices, worthy of broad consideration by other committees, have been compiled to facilitate improvement in specific areas of committees operations. These practices have been organized into the following topics:

- 1. STANDARDS AND CERTIFICATION
DEVELOPMENT AND MAINTENANCE**
- 2. PARTICIPANTS AND PARTICIPATION**
- 3. VOICE OF THE CUSTOMER**



Within these topics a broad range of committee operations are covered, including but not limited to: work-flow management, facilitating committee meetings, knowledge retention, identifying opportunities and derivative products, engaging members, recruiting new members, and outreach to customers and industry. The information provided has been further separated into committee practices and committee needs where appropriate.

Whether you are a prospective member or a committee officer, ASME S&C has a number of additional training resources and guidance documents. To view and download these resources, visit **go.asme.org/SCtraining**

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STANDARDS and CERTIFICATION DEVELOPMENT and MAINTENANCE

WORK-FLOW MANAGEMENT OR ACTIVITY PRIORITIZATION

(e.g., Multi-year assigning of responsibilities, planning, and scheduling for key committee standards and related certification products and activities)

COMMITTEE PRACTICES

1. Standards are under a periodic (usually 5 year) revision cycle.
2. Standards are under continuous maintenance. Improvements of the standard are identified, records are established and work is assigned.
3. Standards work is assigned by the Standards Committee to working committees, who set priorities for addressing the issues.
4. The Standards Committee maintains tracking lists of current and proposed standards with action dates and project leaders. This list is reviewed and updated at committee meetings and maintained through meeting minutes. Priorities may be set by importance of activities, e.g., by a “top ten” ranking.
5. Standards development is based on a strategic plan (e.g., 5 year plan) or “vision for year 20xx”.
6. The committee is proactive in investigating emerging technologies for potential codification. Task Groups are formed where necessary, and white papers are developed that delineate the technology and make recommendations.
7. Prioritization based on changes occurring in the industry or highlighted by conferences and workshops. Further prioritization based on the most immediate need.

MANUSCRIPT DEVELOPMENT

COMMITTEE PRACTICES

1. Standards technical content is written by the subcommittee members and then passed on to the Standards Committee for periodic and final review and approval. Changes are made throughout the revision cycle using the consensus process. Once the content is approved, the manuscript is created by ASME staff and sent out for public review. When approved, the manuscript is submitted to the editorial board. Once the final manuscript has been received for the upcoming Edition, the Secretary sends the “galleys” to each Subgroup for final review and approval.



PUBLICATION OF SUMMARY OF CHANGES

COMMITTEE PRACTICES

1. As part of the balloting process, the committee reviews the “Summary of Changes” as part of the action.
2. Include a “Summary of Changes” page to provide a high level summary of what changes have been made.

ENABLING KNOWLEDGE RETENTION RELATED TO STANDARDS DEVELOPMENT AND RELATED CERTIFICATION ACTIVITIES FOR FUTURE APPLICATION

COMMITTEE PRACTICES

1. The Standards Committees welcome new members to learn from the more experienced members of the committee. Sufficient overlap will facilitate the passage of “institutional knowledge” and foster the development of a good balance of senior, mid-career, and junior people on the subcommittees.
2. Succession planning and volunteer development are key deliverables. The committee also holds formal training sessions for volunteers.
3. Members are encouraged to consistently review updated or new standards (ASTM, etc.) for adoption, where applicable.
4. Committees have developed WRC Bulletins, PVP papers, “White Papers,” or “Basis Papers,” etc., for more complicated actions such as standards development and justification for major technical changes. Such documents are separated and filed away for future reference.
5. The committee requires all members to have an alternate.

STANDARDS and CERTIFICATION DEVELOPMENT and MAINTENANCE (cont'd)

RESPONDING TIMELY TO REQUESTS FOR INTERPRETATIONS

COMMITTEE PRACTICES

1. General committee practices are covered by committee operating procedures or generally performed process structure.
2. Some committees establish a time frame or performance criteria (e.g., 4 months) to respond to interpretation requests.
3. Manage the number of interpretation requests by establishing an informal response process.
4. Make effective use of C&S Connect to establish actions and timeframes for response as well as tracking committee interpretation process flow.
5. Establish a Special Interpretations Committee with performance criteria and documented procedural process.
6. Establish a standing “special inquiry session” during Code Weeks.
7. Use highly experienced members to perform initial screening of interpretation requests.

COMMITTEE NEEDS

1. Work load from interpretation requests varies widely from the committees that responded. Possible use of C&S Connect to streamline the process could be beneficial to volunteers.





IDENTIFYING STANDARDS AND RELATED CERTIFICATION OPPORTUNITIES ARISING FROM NEW AND EMERGING TECHNOLOGIES

COMMITTEE PRACTICES

1. A committee relies on the expertise of committee members.
2. Establishing a New Technology Working Committee or Task Group to focus on opportunities presented by new and emerging technologies.
3. Establishing Performance Based Codes and Risk-Informed Performance Based Codes in new emerging areas.
4. Use and maintain lists of possible new and emerging technologies with periodic committee reviews.
5. Interface with other Standards Development Organizations (SDOs).
6. Use International Working Groups (IWGs).
7. Use conferences and symposia to identify new and emerging technologies.

COMMITTEE NEEDS

1. Possible development and communication of SDO or industry surveys, reviews, audits, etc.
2. Improved understanding and criteria for the level of technology maturity versus timing for standard development.
3. Approved mechanisms for proper interface with other SDOs.

IMPROVING TIME TO MARKET FOR COMMITTEE'S DELIVERABLES

COMMITTEE PRACTICES

1. Standards on periodic revision cycle are indexed to market need. Establish and enforce deadlines.
2. Conduct majority of work via e-mail and teleconferences – the balance, face-to-face.
3. For large projects, ASME staff can help in engaging a Project Manager and outside contractor to assist with the development work.
4. In order to accelerate addressing of interpretation requests, a small Task Group of highly experienced volunteers can be chartered to screen all inquiries for acceptance or rejection with the goal of interpretations voted through the Standards Committee in 90 days or less.
5. When there is urgency in getting a standard to market, the committee may schedule frequent virtual meetings and additional face-to-face meetings.

2

PARTICIPANTS and PARTICIPATION

ENGAGING/ACTIVATING MEMBERS

COMMITTEE PRACTICES

1. Periodically review membership and evaluate participation levels.
2. Practice succession planning for membership from Working Groups to Subcommittees to Standards Committees.
3. Participation is considered before membership to Standards Committee is approved. Some have a minimum participation criteria (e.g., 3 years before main committee membership can be considered).
4. Establish a committee agenda item to discuss member involvement and engagement.
5. Establish an “entry-level” Working Group or a “Personnel Development Group” (i.e. Resource Development Group) to engage young future leaders and new members.
6. Establish a formal “reach out” process for potential new members with desired expertise including a welcome letter and list of expectations of members.
7. Provide for new members a “Welcome Packet” of information about ASME including committee specific information and associated training materials.
8. Assign a senior member of the committee to perform one-on-one interviews with new members.
9. Expand roles with other Standards Development Organizations (SDOs).
10. Hold meetings at site locations that use ASME standards.
11. Investigate direct engagement with universities.

COMMITTEE NEEDS

1. ASME policy/platform changes that streamline and simplify ASME processes.
2. Develop additional mechanisms to improve rewards/recognition for volunteers.
3. Develop and use an approved ASME “Welcome Packet.”



EFFECTIVE AND EFFICIENT PARTICIPATION BY, AND ENGAGEMENT OF, REGULATORY BODIES

COMMITTEE PRACTICES

1. Establish a Regulatory Authority Committee. Possible best practice (e.g., B30).
2. Make direct contact with regulatory authority and request participation.
3. Provide regulatory liaison reports at committee meetings.
4. Hold meetings in locations where the regulating authority is headquartered (e.g., Washington, DC).
5. Establish periodic phone calls with the regulatory authority.

COMMITTEE NEEDS

1. Periodic ASME meetings with regulatory authorities ensuring stakeholder committees are effectively represented.

RECRUITING NEW TECHNICAL SUBJECT MATTER EXPERTS (SMEs)

COMMITTEE PRACTICES

1. Invite guests and observers to committee meetings.
2. Use International Working Groups (IWGs).
3. Seek new SMEs from existing committee members and participating companies.
4. Seek new members at conferences and symposia.

COMMITTEE NEEDS

1. Establishing a standard ASME skill set form (with data fields) that can be added to an individual's C&S Connect record.
2. Recruiting SMEs, for many committees, remains a challenge. Committees need ASME tools to identify SMEs possibly from other ASME committees.



PARTICIPANTS and PARTICIPATION (cont'd)

VOLUNTEER TRAINING

(i.e. policies, procedures, guidelines, tools)

- a. Essential vs. non-essential
- b. New member vs. recurring
- c. How administered (in person, live webinars, archived webinars, PPTs, etc.)

COMMITTEE PRACTICES

1. Train when a need is identified; offer some training on a regular schedule.
2. Have training administered by ASME staff, typically the secretary.
3. Perform training at annual meetings such as at Boiler Code Week.
4. Make effective use of C&S Connect. Ask experienced members to help out and mentor inexperienced members.
5. Develop training tools and members' use of self-study.
6. Some testing/training is done through oral questions/answers during normal meetings.

COMMITTEE NEEDS

1. Some more structured formal training methods would be helpful.

FACILITATING MEMBERS' PROFESSIONAL DEVELOPMENT, SUCH AS LEARNING ABOUT:

- New technologies
- New environmental issues
- New standards and related certification
- Other

COMMITTEE PRACTICES

1. Committees depend on ASME staff and members for bringing new technologies/issues to the attention of the committee. This occurs with reports that are reviewed at meetings, presentations, and informal, impromptu discussions during meetings.

COMMITTEE NEEDS

1. A few committees indicated that more formal procedures might be helpful.



SUCCESSION PLANNING/DEVELOPMENT OF POTENTIAL LEADERS

COMMITTEE PRACTICES

1. Use subtask area leaders to groom potential future group leaders.
2. Use a Resource Development Group (RDG) or planning team to help find future leaders.
3. Make identification of future leaders a key objective of the committee.
4. Encourage members to take on responsibilities to help groom themselves for leadership roles.

COMMITTEE NEEDS

1. Difficult to find future chairs – time and effort needed to lead is hard to commit to. Recognized as important, but more formal procedures needed to help groups with no process.

CHAIRMAN'S ANNUAL REVIEW OF THE PERFORMANCE OF COMMITTEE MEMBERS

COMMITTEE PRACTICES

1. ASME staff ensures this takes place on an annual basis and keeps records.
2. Chair reviews attendance and ballot participation and notifies underperforming members.

COMMITTEE NEEDS

1. Recognized as necessary by some but not all groups.
2. Difficult to admonish volunteer members; while formal requirements might help create more reviews, not clear if these are needed.



PARTICIPANTS and PARTICIPATION (cont'd)

RECOGNITION OF CONTRIBUTIONS OF COMMITTEE MEMBERS

COMMITTEE PRACTICES

1. Provide certificates of appreciation to retirees.
2. Most committees rely heavily on ASME's formal awards and recognitions programs including achievement of Fellow grade.
3. Formally established Subcommittees or Task Groups that meet regularly to review formal award criteria and identify likely candidates. The groups also look for other kinds of recognition opportunities ranging from oral recognition and thanks at a meeting or dinner, to investigating the possibility of establishing a new formal award. In some cases these groups are beginning to track appropriate metrics on where award nominations originate and are encouraging broader input to the nomination process.
4. Link formal award criteria to the appropriate sections of Committee Guidelines.
5. Make a discussion of awards and recognition an agenda item at committee and subcommittee meetings.
6. Provide certificates and recognition for outgoing chairs.
7. Recognize special service at annual meetings.
8. Awards and recognitions are a subject for the leadership team or executive committee.
9. Provide certificates of appreciation to members involved in a particular project or publication.
10. Honor senior level people with a keynote speaking opportunity at an important symposium.

COMMITTEE NEEDS

1. Request help from ASME staff in providing recognition such as arranging dinners to recognize members who provided outstanding service.

USE OF SOCIAL MEDIA AND INFORMATION TECHNOLOGY, INCLUDING IMPROVED WEB BASED DATA, INFORMATION AND TOOLS

COMMITTEE PRACTICES

1. Use C&S Connect and ASME.ORG.
2. Monitor Wikipedia pages.
3. Informal use of Facebook and LinkedIn, but no formal process or pages.

COMMITTEE NEEDS

1. Would like to have standards available in e-reader format.
2. Need a means to retain historical technical background information.



FACILITATING COMMITTEE MEETINGS

(e.g., meeting facilities, use of information technology, virtual meetings)

COMMITTEE PRACTICES

1. Use virtual meeting capabilities.
2. Provide opportunities for simultaneous face-to-face and virtual participation in meetings.
3. Use teleconferences and “go-to-meeting” type meetings for small projects and for leadership meetings. These work better for short, focused discussions than for participation in full day meetings.
4. Provide for the use of Skype.
5. Schedule meetings in nice places.
6. Use laptop and projector so that all can see what is being worked on and provide for real-time editing and commenting.
7. Provide access to ASME website during meetings.
8. Hold committee meetings in conjunction with other events.
9. Establish and publish meeting dates at least one year in advance – preferably even longer.
10. Make extensive use of email dialogues. Run a live recirculation ballot at the Standards Committee meeting.

COMMITTEE NEEDS

1. Request more help from ASME staff in setting up electronic meetings, providing equipment (laptop, projector, audio & telephone equipment) at meetings.

3

VOICE of the CUSTOMER

METHODOLOGY FOR IDENTIFICATION AND ASSESSMENT OF POTENTIAL DERIVATIVE OR COMPANION PRODUCTS AND SERVICES

COMMITTEE PRACTICES

1. Whitepapers or Technology Books (NTB or PTB) could be products.
2. Conduct seminars, both live and webcast sponsored by ASME.
3. Use Task Proposal Notices.
4. Establish an Ad-hoc Task Group to evaluate the need to develop new companion products based on industry needs.





OUTREACH:

- a. How to determine who our customers are
- b. How best to connect with them to learn about their needs
- c. How best to record and pass on information gathered from customers

COMMITTEE PRACTICES

1. Feedback from committee members.
2. Use surveys.
3. Establish an Executive Advisory Council of senior people (chief engineers, VPs, and chief technology officers) from domestic and global companies.
4. Establish a Project Team to study needs.
5. Host workshops and listen to and analyze output to identify needs.
6. Reach out to vendors, owners, and regulators.
7. Review conference presentations.
8. Hold committee meetings in conjunction with major conferences – provides access to broader array of customers and subject matter experts.
9. Review Requests for Information (RFIs) to help identify customers.

COMMITTEE NEEDS

1. ASME could do more to inform industry by sending articles and press releases to industry magazines and internet forums.



Standards & Certification

Successful Committee
Practices for ASME Standards
Development Committees

For more information on:

ASME S&C visit: go.asme.org/standards

**ASME S&C Member Training Resources and
Guidance Documents** visit: go.asme.org/sctraining

**Joining an ASME S&C Standards
Development Committee** visit: go.asme.org/joinsc

