



## Form 4: New Work Item Proposal

Circulation date: 2017-01-12 Closing date for voting: 2017-04-12	Reference number: <a href="#">Click here to enter text.</a> (to be given by Central Secretariat)
Proposer (e.g. ISO member body or A liaison organization) SCC	<b>ISO/TC</b> <a href="#">Click here to enter text.</a> <b>/SC</b> <a href="#">Click here to enter text.</a> <input checked="" type="checkbox"/> Proposal for a new PC
Secretariat SCC	<b>N</b> <a href="#">Click here to enter text.</a>

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, an 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](#).

The proposer has considered the guidance given in the [Annex C](#) during the preparation of the NWIP.

### **Proposal** (to be completed by the proposer)

<p><b>Title of the proposed deliverable.</b></p> <p><b>English title:</b></p> <p>Guidelines on Integrating a Business Excellence Framework with ISO management system standards</p> <p><b>French title (if available):</b></p> <p><a href="#">Click here to enter text.</a></p> <p><i>(In the case of an amendment, revision or a new part of an existing document, show the reference number and current title)</i></p>
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**Scope of the proposed deliverable.**

Organizations implementing single or multiple management systems and simultaneously the Business Excellence framework are faced with the major challenge of lack of alignment. This can be attributed to multiple factors, including but not limited to, organizational design/structure, responsibilities matrix, contextual understanding of the linkages/inter-dependencies, silo mentality and turf protection.

“Guidelines on Integrating a Business Excellence Framework with ISO management system standards” will provide the roadmap on integrating the national/international business excellence frameworks with management system standards, for enhancing organizational efficiency, facilitating effective decision-making, and promoting transparency, innovation and continuous improvement.

Scope will exclude the development of an ISO Business Excellence standard and/or development of ISO Management System standard/s. Instead it will focus on the integration aspects, available best practices, and provision of useful practical tips for better organizational management.

Keywords: ISO Management Systems, Business Excellence frameworks, Organizational Design/Structure, Organizational Responsibilities Matrix, Organizational Alignment, Integration

**Purpose and justification of the proposal\***

Purpose and justification of the proposal to develop the “Guidelines on Integrating a Business Excellence Framework with ISO management system standards” stems from the need to close the following gaps and provide guidance on:

- Integrating ISO management system standards (e.g., ISO 9001, ISO 14001, ISO 55000, ISO 26001, ISO 27001, ISO 31001 etc) and Business Excellence frameworks (e.g., Excellence Canada, EFQM, Malcolm Baldrige etc)
- Aligning ISO management system standards (e.g., ISO 9001, ISO 14001, ISO 55000, ISO 26001, ISO 27001, ISO 31001 etc) and Business Excellence frameworks (e.g., Excellence Canada, EFQM, Malcolm Baldrige etc)
- Enhancing organizational design for simultaneous implementation of ISO management system standards and Business Excellence frameworks
- Reinforcing leadership intervention and engagement
- Improving process design and controls
- Facilitating strategy implementation
- Enabling enterprise-wide technology implementation
- Strengthening organizational performance management
- Fortifying audit and governance protocols

“Guidelines on Integrating a Business Excellence Framework with ISO management system standards”, will address the following issues:

- Business issues; “Guidelines on Integrating a Business Excellence Framework with ISO management system standards” will enhance business competitiveness nationally and internationally
- Technological issues; “Guidelines on Integrating a Business Excellence Framework with ISO management system standards” will enhance technological competitiveness by integrating relevant technological standards and best practices
- Societal issues; “Guidelines on Integrating a Business Excellence Framework with ISO management system standards” will enhance societal focus by integrating relevant societal, governance and transparency standards and best practices
- Environmental issues; “Guidelines on Integrating a Business Excellence Framework with ISO management system standards” will enhance environmental preservation by integrating relevant environmental regulation, standards and best practices
- Global reporting; “Guidelines on Integrating a Business Excellence Framework with ISO management system standards” will enhance global transparency by integrating relevant reporting standards and best practices

*Consider the following: Is there a verified market need for the proposal? What problem does this standard solve? What value will the document bring to end-users? See Annex C of the ISO/IEC Directives part 1 for more information.*

*See the following guidance on justification statements on ISO Connect:*

<https://connect.iso.org/pages/viewpage.action?pageId=27590861>

**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

**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

NOTE: if Yes, the NWIP along with the Justification study (see [Annex SL](#) of the Consolidated ISO Supplement) must be sent to the MSS Task Force secretariat ([tmb@iso.org](mailto:tmb@iso.org)) for approval before the NWIP ballot can be launched.

**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)

**Note: Good project management is essential to meeting deadlines. A committee may be granted only one extension of up to 9 months for the total project duration (to be approved by the ISO/TMB).**

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

- Yes  No

If "Yes", provide full information as annex

**Co-ordination of work:** To the best of your knowledge, has this or a similar proposal been submitted to another standards development organization?

- Yes  No

If "Yes", please specify which one(s):

[Click here to enter text.](#)

**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.**

In 2004 British Standards Institute (BSI) published the “BIP 2010:2004 IMS: The excellence model. Integrated management systems series” by John M. Kelly. This book explains how a range of ISO standards, such as those on quality, environment and health safety can be integrated and enhanced by using the excellence model, in addition to addressing other issues.

“Guidelines on Integrating a Business Excellence Framework with ISO management system standards” will be the first ISO standard since the BSI publication 12 years ago.

Additionally, the development of the “Guidelines on Integrating a Business Excellence Framework with ISO management system standards” will complement and reinforce the ongoing ISO work related to the “The Integrated Use of Management Systems Standards” handbook and Annex SL.

ISO management system standards typically applied by organizations address quality, environment, risk, safety, asset management etc, whereas the Business Excellence Framework deploys a holistic approach, wherein, elements from multiple ISO systems are addressed by respective criterion.

The “Guidelines on Integrating a Business Excellence Framework with ISO management system standards” will help organizations deploy an integrated approach and would thus improve organizational effectiveness, efficiency, sustainability and continuous improvement.

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**Note from the ISO/TMB secretariat:**

It should be noted that the proposer of the NWIP considered the scope and work programme of ISO/TC 176 “Quality management and quality assurance” in order to assess whether the proposed deliverable should be developed by ISO/TC 176 or by a new project committee.

After careful consideration, SCC, along with the proposer, agreed that this deliverable needs to be prepared by a new project committee.

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

Relevant international, regional and national documents, including but not limited to, the following will be taken into consideration and will form integral input in the development of the “Guidelines on Integrating a Business Excellence Framework with ISO management system standards.”

Significance of each document listed below is indicated by the H (for high), M (for moderate) and L (low), based upon preliminary analysis. These ratings are subject to review and modification once the international committee is formed and the experts get a chance to validate this classifications:

- Malcolm Baldrige Excellence framework - H
- EFQM framework - H
- Excellence Canada framework - H
- BSI BIP 2010:2004, IMS; The Excellence Model (integrated management systems series) British Standards Institute – H
- ISO “The integrated use of management system standards” handbook – H
- ISO Annex SL - H
- ISO 9001 Quality management system – M
- ISO 9004 Managing for the sustained success of an organization – a quality management approach
- ISO 14001 Environmental management system- M
- ISO 26001 Social responsibility - M
- ISO 31000 Risk management system - M
- ISO 45001 Occupational Health and Safety - M
- ISO 55001 Asset management system - M
- CEN/TS 16880:2016, Service excellence - M
- ISO 10000 series on customer satisfaction - M
- AIAG HF-2:2007, HF-2: Business operating systems for health care organizations - L
- ISO 27001 Information systems management - L
- CAN/CSA-Z1000-14, Occupational health and safety management - L

The proposed standard will add value to the work undertaken by existing ISO committees and as such will not provide alternatives or deviations from their ongoing mandates. Instead, it aims to supplement the work of the relevant ISO committees by addressing the stakeholder perspectives and facilitating effective implementation from the organizational context.

Please fill out the relevant parts of the table below to identify relevant affected stakeholder categories and how they will each benefit from or be impacted by the proposed deliverable(s).

	<b>Benefits/impacts</b>	<b>Examples of organizations/companies to be contacted</b>
<b>Industry and commerce – large industry</b>	<ul style="list-style-type: none"> <li>Increased operational efficiency, reliability and predictability, as a direct result of integrating the ISO management system requirements with the Business Excellence framework</li> <li>Profitability increase, as an outcome of reduced internal effort via streamlined approach and work processes</li> </ul>	Click here to enter text.
<b>Industry and commerce – SMEs</b>	<ul style="list-style-type: none"> <li>Increased employee satisfaction, due to clearer responsibilities, minimal duplication of effort, focused line of sight and better alignment</li> <li>Enhanced organizational reputation and image. With improved customer and employee satisfaction levels, the quality of product and/or services, organizational image, brand and reputation will improve</li> </ul>	Click here to enter text.
<b>Government</b>	Productivity enhancement, as a direct consequence of minimizing duplication of effort	Click here to enter text.
<b>Consumers</b>	N/A	N/A
<b>Labour</b>	N/A	N/A
<b>Academic and research bodies</b>	Click here to enter text.	Click here to enter text.
<b>Standards application businesses</b>	Productivity enhancement, as a direct consequence of minimizing duplication of effort	Click here to enter text.
<b>Non-governmental organizations</b>	Productivity enhancement, as a direct consequence of minimizing duplication of effort	Click here to enter text.
<b>Other (please specify)</b>	Export oriented organizations - Increased exports, resulting from operational expense optimization and enhanced	Click here to enter text.

		competitiveness attributed to lower costs	
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**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).

- Excellence Canada
- British Quality Foundation, UK
- Asian Productivity Organization (APO) Japan
- Malcolm Baldrige National Quality Award, National Institute of Standards & Quality USA
- American Society for Quality (ASQ)
- SPRING Singapore
- EFQM
- TC 176
- TC 262
- TC 251
- PC 283
- Cole Engineering
- IES

Excellence Canada has been consulted and has extended its endorsement and support in development of the “Guidelines on Integrating a Business Excellence Framework with ISO management system standards” Excellence Canada endorsement letter is attached.

Excellence Canada is the Canadian National Excellence body and is mandated with the promotion and implementation of business excellence in all Canadian organizations. As such, Excellence Canada endorsement of this proposal signifies the inherent support of its member organizations, comprising of all public & private sector organizations and academia in Canada.

Excellence Canada endorsement is a clear demonstration that Canadian stakeholders will benefit from the proposed standard.

Private sector stakeholders Cole Engineering, IEC and others have been consulted in order to get their endorsements and address the needs of all Canadian stakeholders. Copies of Cole Engineering and IEC endorsements are attached.

This proposed standard will be beneficial for the entire spectrum of Canadian

**Joint/parallel work:****Possible joint/parallel work with:**

- IEC (please specify committee ID)  
[Click here to enter text.](#)
- CEN (please specify committee ID)  
[Click here to enter text.](#)
- Other (please specify)  
[Click here to enter text.](#)

<p>stakeholders. Those who have expressed support will eagerly participate in its development as members of the national committee.</p>	
<p><b>A listing of relevant countries which are not already P-members of the committee.</b></p> <p>All ISO member countries, especially those with national business excellence frameworks and awards. These countries include, but are not limited to: Canada, USA, UK, Australia, Argentina, Austria, UAE, Belgium, China, Japan, Netherlands, Indoneisa, South Korea, South Africa, Germany, Philippines, Poland, Chile, Brazil, Mexico, France, India, Russia, Singapore, Thailand, Turkey and Sweden.</p> <p>Note: The committee secretary shall distribute this NWIP to the countries listed above to see if they wish to participate in this work</p>	
<p><b>Proposed Project Leader</b> (name and e-mail address)</p> <p>Mr. Zillay A. Nawab at  <a href="mailto:zillay.ahmed@gmail.com">zillay.ahmed@gmail.com</a></p>	<p><b>Name of the Proposer</b> (include contact information)</p> <p>Ms. Suzanna Ersoy of SCC at  <a href="mailto:suzanna.ersoy@scc.ca">suzanna.ersoy@scc.ca</a></p>
<p><b>This proposal will be developed by:</b></p> <p><input type="checkbox"/> An existing Working Group (please specify which one: <a href="#">Click here to enter text.</a>)</p> <p><input type="checkbox"/> A new Working Group (title: <a href="#">Click here to enter text.</a>)</p> <p>(Note: establishment of a new WG must be approved by committee resolution)</p> <p><input type="checkbox"/> The TC/SC directly</p> <p><input checked="" type="checkbox"/> To be determined</p>	
<p><b>Supplementary information relating to the proposal</b></p> <p><input checked="" type="checkbox"/> This proposal relates to a new ISO document;</p> <p><input type="checkbox"/> This proposal relates to the adoption as an active project of an item currently registered as a Preliminary Work Item;</p> <p><input type="checkbox"/> This proposal relates to the re-establishment of a cancelled project as an active project.</p> <p>Other:  <a href="#">Click here to enter text.</a></p>	
<p><input checked="" type="checkbox"/> Annex(es) are included with this proposal (give details)</p> <p>Proposed initial programme of work</p>	
<p>Additional information/questions  <a href="#">Click here to enter text.</a></p>	

## Proposed initial programme of work

Fast track standards development track – 24 months to publication

Specific milestones are noted below, dates to be assigned after approval to proceed from ISO.

1. Completion of the first working draft
2. Circulation of the first committee draft
3. Circulation of the enquiry draft
4. Circulation of the final draft International Standard
5. Publication of the International Standard

Summary of major work streams contributing towards development of the “Guidelines on Integrating a Business Excellence Framework with ISO management system standards” is shown below:

- Review of available business excellence models/frameworks; Business excellence frameworks are implemented in 95 countries world-wide and are identical to or are variations of the Malcolm Baldrige business excellence model, which was introduced in 1987 in USA and comprises of 7-criterion.
- Review of available ISO management system standards; Management system standards are currently being implemented by over a million organizations. ISO 9001 published in 1987 tops the popularity list of these management system standards. In 2004, the British Standards Institute (BSI) published “*BIP 2010:2004 IMS: The excellence model, integrated management systems series.*” In 2015, ISO identified the need to develop a unified format to develop management system standards to integrate and facilitate simultaneous implementation and published Annex SL.

As of June 2016, ISO had published 32 management system standards addressing the topics identified in the illustration above. However, till-date there is no ISO standard or guideline available to assist organizations implementing a business excellence framework and management system standards, simultaneously. “Guidelines on Integrating a Business Excellence Framework with ISO management system standards” will effectively address this need and close the gap.

- Mapping, linkages & correlation between ISO management system standards and Excellence Framework criterion
- Integration of requirements
- Identification of existing best practices (case studies)

Culmination of the above will lead to the development of holistic organizational implementation approach, as visually illustrated below:

April 22, 2016

To Whom It May Concern

Subject: Excellence Canada endorsement of the proposed  
ISO Integrated Business Excellence Standard

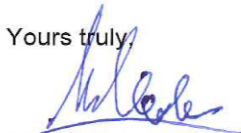
Excellence Canada is committed to promoting organizational excellence across all sectors in Canada. Founded in 1992 and operating as a not-for-profit, Excellence Canada is dedicated to fostering organizational excellence through developing standards, training, coaching, certification, and recognition programs.

Excellence Canada is also the custodian and adjudicator of the *Canada Awards for Excellence* Program, under the patronage of the Governor General of Canada.

Excellence Canada has been in discussions with Zillay A. Nawab, President of Hashtag Consulting Solutions Inc., on the proposed ISO Integrated Business Excellence Standard and its impact on international commerce. Zillay has briefed us on the ISO standards development process, the role of Standards Council of Canada, and his involvement in international standards development. He elaborated on the need for aligning and integrating the numerous business excellence frameworks and ISO standards for enhanced organizational effectiveness, efficiency, and customer focus.

Excellence Canada is pleased to extend its endorsement and support to Standards Council of Canada and ISO in the development of an Integrated Business Excellence Standard. We believe that such a standard will be beneficial for Canadian organizations implementing the Excellence Canada framework and other standards, as is the norm.

Yours truly,



Alfán Ebedes  
President & CEO  
Excellence Canada

154 University Avenue, Suite 402, Toronto, ON M5H 3Y9  
(416) 251-7600 [www.excellence.ca](http://www.excellence.ca)



May 12, 2016

**Re: Cole Engineering Group Endorsement of the Proposed ISO Integrated Business Excellence Standard**

To Whom It May Concern,

Cole Engineering Group Ltd. (Cole Engineering) is a client focused, values-driven consulting engineering company serving clients in both the public and private sectors. We are highly specialized consulting professionals with extensive experience at all levels of a project including planning, design and project management.

Cole Engineering staff is actively engaged in ISO Standards development process, as members of various Canadian Technical Committees and will continue to extend our ongoing support.

We understand the challenges associated with implementing ISO management systems and Excellence Canada framework and appreciate the need for greater integration and alignment. Zillay A. Nawab, President, Hashtag Consulting Solutions Inc., briefed us on the proposed ISO Integrated Business Excellence Standard and its impact on organizational effectiveness, efficiency and customer focus. We believe that such a standard will be beneficial for us at Cole Engineering and other Canadian organizations implementing Excellence Canada framework and/or multiple other ISO standards.

Cole Engineering is pleased to extend its endorsement and support to the Standards Council of Canada in the development of an Integrated Business Excellence Standard. We will nominate our professional staff to work alongside other Canadian and international experts as members of national mirror committee.

Cole Engineering's Chief Executive Officer Mohsen Mortada is a member of Excellence Canada Board of Directors and has kindly agreed to co-lead the development of Integrated Business Excellence Standard, as the International Chair along with Zillay A. Nawab. Moreover, Cole Engineering confirms its intent to host the international secretariat for the proposed Integrated Business Excellence Standard.

Yours truly,  
**COLE ENGINEERING GROUP LTD.**

Robert G. McCollum,  
Chief Operating Officer

/ja

**COLE ENGINEERING GROUP LTD.**

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**Independent Environmental Consultants**  
70 Valleywood Drive, Suite 200,  
Markham ON L3R 4T5

May 18, 2016

**To Whom It May Concern:**

Independent Environmental Consultants (IEC) is a staff owned specialized environmental consulting firm providing customized solutions and strategic advice on new and on-going environmental issues, within the local, regional, national and international regulatory framework to industry, governments, Native Peoples and the general public.

IEC was started in 2015 and all of its current employees previously worked together at another environmental company that was ISO 9001 accredited and were inherent in getting the ISO standard implemented and maintaining its application to all staff. IEC is in the process of implementing several ISO standards in-house pertaining primarily to quality, environmental and occupational health and safety management systems.

Many of our clients have implemented ISO and CSA standards pertaining to quality, risk, environmental, occupational health and safety management systems. Our team have been actively involved in the development and auditing of many of our clients' management system and have seen a number of operations move to an integrated management system approach despite the current structure of the standards. Through our work we have developed an understanding of the key challenges that face our clients and the need for a more effective alignment and integration of these standards.

Zillay A. Nawab, President, Hashtag Consulting Solutions Inc., briefed us on the proposed ISO Integrated Business Excellence Standard and its impact on organizational effectiveness, efficiency, timing and customer focus. He elaborated upon the ISO standards development process, the role of Standards Council of Canada and his involvement in international standards development.

IEC is pleased to extend its endorsement and support to Standards Council of Canada and ISO in the development of an Integrated Business Excellence Standard. We believe that such a standard will be beneficial for businesses such as ours that are just starting on the ISO/CSA process and for all other Canadian organizations implementing Excellence Canada framework and/or other standards, in their line of work.

Yours very truly

**Independent Environmental Consultants**

## Guidelines on Integrating Business Excellence Frameworks and Management System Standards

New ISO Standard Proposal Introduction by  
Zillay A. Nawab, Canada

### **The Need:**

There is no ISO standard or guideline available to assist organizations implementing the business excellence frameworks and management systems standards, simultaneously.

Business excellence frameworks are implemented in 95 countries world-wide and are identical to or are variations of the Malcolm Baldrige business excellence model, which was introduced in 1987 in USA and comprises of 7-criterion shown below:

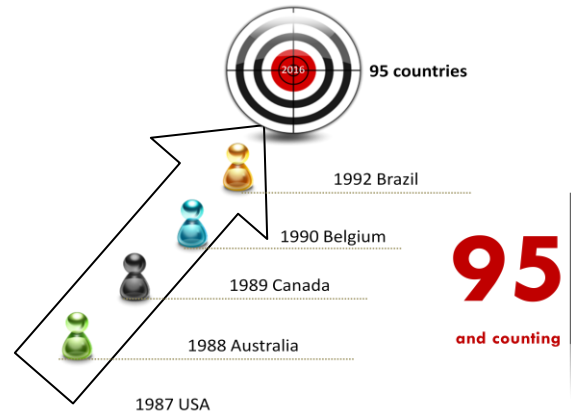
#### Malcolm Baldrige National Quality Award (MBNQA) USA – 1987 Patronage President of USA



Management system standards are currently being implemented by over a million organizations. ISO 9001 published in 1987 tops the popularity list of these management system standards.

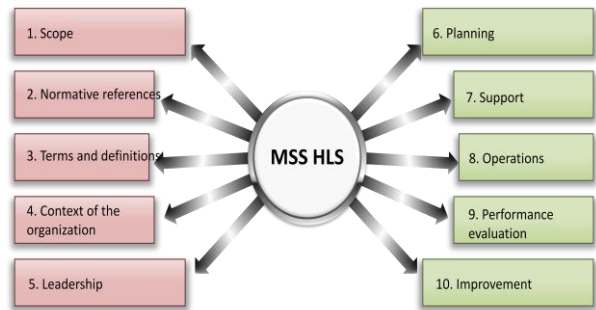
In 2004, the British Standards Institute (BSI) published *“BIP 2010:2004 IMS: The excellence model, integrated management systems series.”*

#### Business Excellence Frameworks – global proliferation



In 2015, International Organization for Standardization identified the need to develop a unified format to develop management system standards to integrate and facilitate simultaneous implementation and published Annex SL, comprising of 10 sections, shown below:

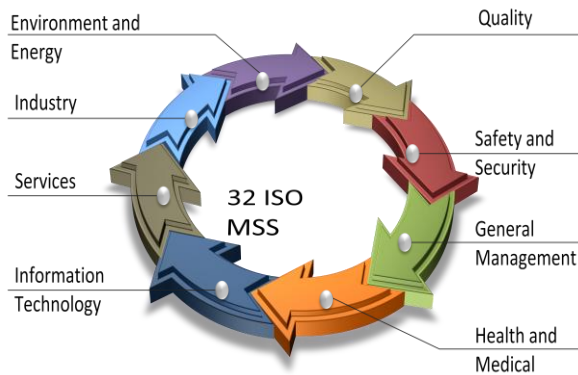
#### ISO Management System Standards (MSS) High Level Structure (HLS) - Annex SL



As of June 2016, ISO has published 32 management system standards addressing the topics identified in the illustration on the following page.

However, till-date there is no ISO standard or guideline available to assist organizations implementing the business excellence frameworks and management system standards, simultaneously.

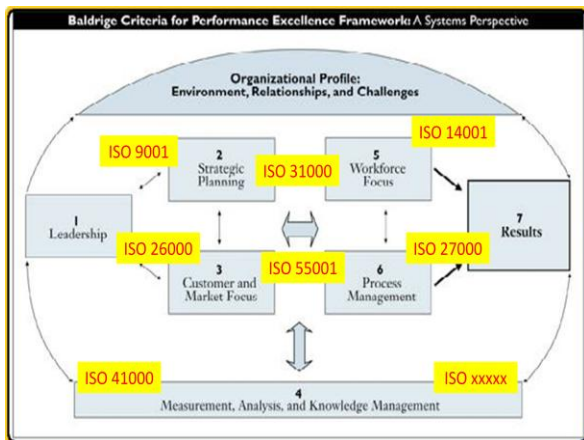
### 32 ISO Management System Standards (MSS) topics



“Guidelines on Integrating Business Excellence Frameworks and management system standards” will effectively address this need and close the gap.

The proposed standard will align the ISO management system with business excellence frameworks, as illustrated below, and facilitate in effective integration and implementation.

### Business Excellence Framework & ISO MSS Integration



Standards Council of Canada (SCC) proposes that ISO Assembly consider approval of the development of “Guidelines on Integrating Business Excellence Frameworks and management system standards” as a new work item.

### The Benefits

- Increased trade, resulting from operational expense optimization and enhanced competitiveness attributed to lower costs
- Greater customer satisfaction, as an outcome of reduced internal efforts and more time for focusing on internal & external customer needs
- Increased employee satisfaction, due to clearer responsibilities, minimal duplication of effort, focused line of sight and better alignment
- Enhanced organizational reputation and image. With improved customer and employee satisfaction levels, the quality of product and/or services, organizational image, brand and reputation will improve

### The Way Forward

- Excellence Canada, the National Canadian Excellence body has endorsed the development of the “Guidelines on Integrating Business Excellence Frameworks and management system standards” and notified Standards Council of Canada
- Cole Engineering Group has offered to host the international secretariat in Toronto and co-chair the ISO committee along with the proposer. This has been communicated to the Standards Council of Canada

Standards Council of Canada will be the sole authority responsible to initiate and manage formal communication with ISO and its member countries in the context of this proposal.