

Coordinating the revision of ISO 31000

Interview conducted for isotc262.org
with

Rodolphe Civet, Secretary of ISO/TC 262/WG 2 Core Risk Management Standards



Rodolphe Civet is head of »Management, evaluation, fundamental disciplines, services (B to B)« at AFNOR. His team covers various topics, including innovation, sustainable purchasing, metrology, human resources, statistics, asset management, a regional platform on quality, health, safety and environment. Rodolphe focuses on risk management and quality management. After being the secretary of a European committee on sustainable development in construction and a number of working groups he became secretary of ISO/TC 262 WG 2 *Core Risk Management Standards*.

isotc262.org: *Rodolphe, you have been the Secretary of TC 262's working group 2 for more than three years now, we know quite a lot about the group's work but not too much is known about you – can you please tell us about your background?*

Rodolphe: After working in industry (Waterman) then head of quality for a national federation I took up the position of sustainable development for the construction sector of AFNOR in 2006.

Yes, I remember my first meeting in Dublin, the discussions around risk were difficult to follow and the different interpretations of the definition of risk not always clear. I had just changed departments in AFNOR. I was experienced in standard's work on issues where consensus was not easy. In fact, before becoming secretary of WG2 I had been secretary to a European technical committee for 5 years, in charge of sustainable development in construction and several work groups at a European and international level. The main objective of my work was to develop standards around consensus for the evaluation of performance in the areas of environment, social and economic for construction products, buildings and civil engineering works. The number and diversity of discussions with representatives from the different sectors was a real challenge especially on economic issues.

Our job at AFNOR is to develop standards, we aren't experts for the subjects we are in charge of, our mission is to ensure the balance in representation within the work groups

to produce consensual documents at national, European and international levels. However, we acquire new knowledge and skills from the diversity of persons we meet and work with. This is the real value of my job.

My work at AFNOR since 2006 has covered many areas. Sustainable development, facilities management, outsourcing, maintenance, assets management, compliance, anti-corruption, etc.

Now, however, I focus my work on 2 major subjects, risk management and quality management, as from the beginning of the year I have been promoted to head of "Management, evaluation, fundamental disciplines, Services (B to B)".

isotc262.org: *Where did you start your career and what triggered you to venture standardization?*

Rodolphe: I started in the chemical industry and then worked for Waterman (pen and pencil production). I was in charge of getting a uniform approach to technical specifications for both the brands, Waterman and Parkers.

I had never heard about standardization. First time I heard standardization when I became quality manager in charge to set up a standard.

isotc262.org: *What other fields of standardization besides risk management do you service at AFNOR and/or ISO?*

Rodolphe: As I said before, since the beginning of this year I my work is focused on two topics:

- the work of TC 262, as secretary of the French mirror committee and secretary of WG2,
- the work of TC 176 and Its Subcommittee on quality management and I am the secretary of WG27 "quality management in projects management", I am also the secretary of French mirror committee on quality management.

After the publication of ISO 9001:2015 the challenge is to help organizations in implementing it. We have been working on a practical document "process approach, interested parties, and relevant requirements", quality for SMEs... And we follow the work of TC 176.

Before working in AFNOR I worked for private companies and consider it is important to make standards useful for organizations and their performance. For example, on risk management we worked on an application guide of ISO 31000 for medium sized companies (ETI).

As I mentioned previously with my new job my team works on topics which underlie all aspects of organizational performance.

isotc262.org: *What have been the highlights in coordinating the work of ISO/TC 262 WG 2 for you?*

Rodolphe: First of all, I would like to thank all experts, for their contributions even if at certain time they were not necessarily constructive. ☺ I think that the long discussions and the time used for the revision of ISO 31000 has certainly been beneficial for all and for the promotion of ISO 31000 and its understanding. Indeed, I think the understanding around RM is more shared than in the past and easier to communicate to users.

Furthermore, new countries are now participating in the work (52 countries).

isotc262.org: *What was your biggest challenge as Secretary of ISO/TC 262 WG 2?*

Rodolphe: I do not know if it's a challenge, as it is the purpose: "to revise ISO 31000". Sometimes it has been difficult, in particular I remember the challenge for Bruno and me before the Rio meeting.

isotc262.org: *ISO 31000 is one of the bestselling and most widely recognized standards in ISO. What do you think about the future of the standard and how will it change to adapt new challenges?*

Rodolphe: I am now also at the French level in charge of ISO 9001 with the "risk based approach" often discussed and explained. I see that the market is now looking for risk management tools. I think we have never talked so often of risk management or risk. It is an opportunity to promote risk management. All management system standards use or will use a risk based approach. We have to present clearly what is the purpose of each standard.

The purpose of quality management is the satisfaction of customers and conformity.

The purpose of ISO 31000 is more global and may be applied to many areas. For example, an organization will use ISO 31000 and also ISO 9001 for quality risk.

isotc262.org: *AFNOR also nominated you as a French expert to ISO/TC 262 AG 1 (Communications), AG 02 (Strategic Advisory Group) and WG 5 (Management of Legal Risk) – what is your specific interest and objective in those groups.*

Rodolphe: I belong to a National Standardization Body, so I am registered and able to inform French interested parties of what is happening to those groups and encourage them to participate and comment on the drafts.

The idea is to be aware of the orientation of the future work and to bring French viewpoints into it.

isotc262.org: *The DIS of the revised standard was approved by a clear 88 % majority of voting P-Members. Nevertheless, nearly 800 comments were sent in and will have to be dealt with at the WG 2 meeting in Sunnyvale. How will you cope with this amount of comments?*

Rodolphe: The idea is to keep the same way of working as in Amman and Moscow. Main issues will be discussed at WG2

As soon as the ballot was finished with the compilation of the comments the TGs (task group) leaders were asked to associate all WG2 experts in discussions to propose responses to the comments. This was done between May 23rd and June 19th.

The idea is twofold:

- To arrive in San Francisco with a list of issues to be discussed at WG2 level before going on
- To have proposals coming from experts about comments

The organization is the same as in the previous meeting

TG 1 Foreword, introduction, scope, definitions and figures,

TG 2 Framework

TG 3 Process

TG 4 Principles and Coordination between TGs

isotc262.org: *What advice can you give to interested parties globally who want to offer their input to the work of ISO/TC 262 and who should they address?*

Rodolphe: Interested parties should contact their national standardization body (NSB) listed on the [ISO Website](#) with links to the NSBs and ask for the relevant mirror committee to TC 262. They should contact this committee and become a member. The mirror committee will comment and vote on drafts, nominate experts for the working groups and send delegates to TC meetings. Alternatively, they can check with one of the organizations in liaisons also listed on the [Website](#) (scroll down and open flag »Liaisons«).

isotc262.org: **Thank you very much!**