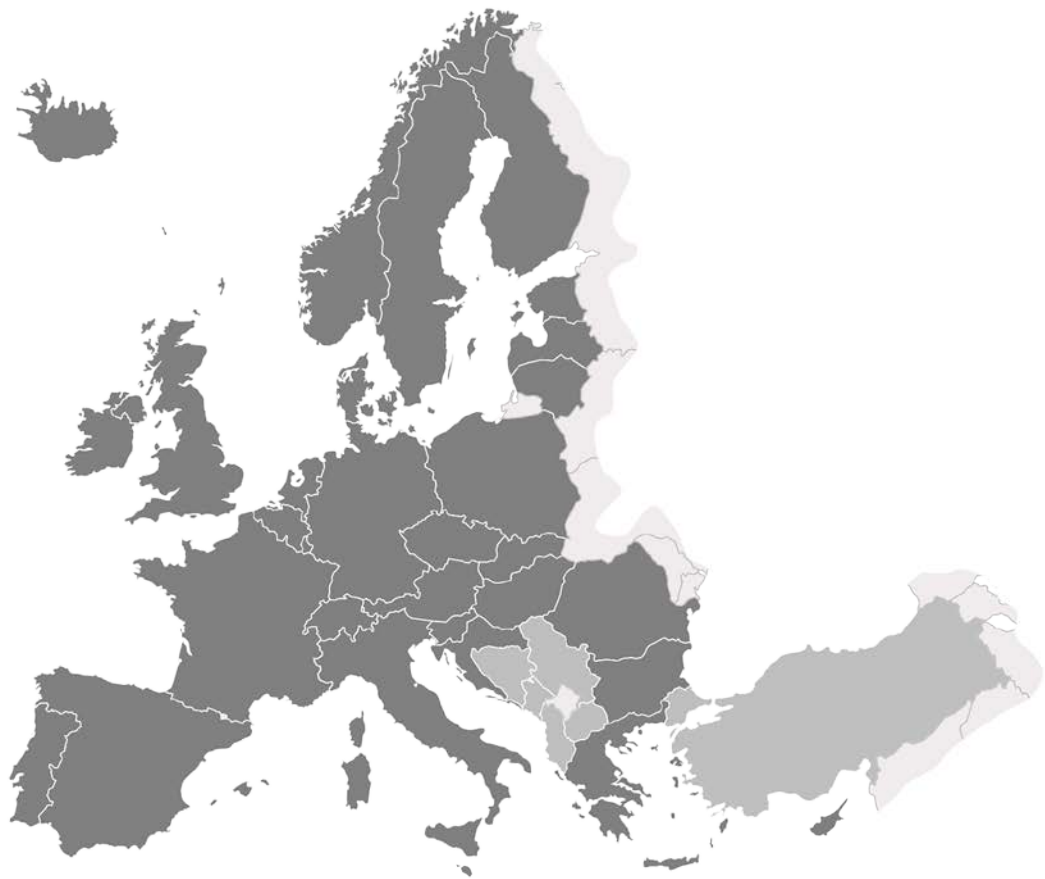


# WELMEC

European Cooperation in Legal Metrology

## WELMEC Strategy

2015 - 2020



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## 1 Introduction

This document outlines WELMEC's strategy for the period 2015 to 2020.

In this strategy WELMEC sets out its priorities for action for the coming years to maximize its impact in the field of legal metrology.

The strategy is the result of an interactive process in which internal stakeholders as well as external stakeholders were consulted.

The draft strategy was discussed at the 30<sup>th</sup> Committee meeting in May 2014 and agreed on by e-mail voting in January 2015.

## 2 Background and context

WELMEC – the European Cooperation in Legal Metrology – is a regional legal metrology organisation of voluntary character with membership composed of the representative national authorities responsible for legal metrology in the EU and EFTA countries. WELMEC was created in June 1990 by a Memorandum of Understanding (MoU) signed by authorities from 18 countries, coinciding with the adoption of the first new approach metrology directive, the Non-automatic Weighing Instruments Directive (NAWID), on which the authorities had worked closely together. The MoU was amended in September 1999 to give clarity regarding the capacity in which members participate in the WELMEC Committee and to formalise the position of associated membership<sup>1</sup>. New members joined in 2004, 2007 and, most recently, in May 2014 as a result of which WELMEC currently has 31 members and 6 associate members.

The task of the newly formed WELMEC was for authorities to cooperate and work together with stakeholders on a common understanding to support implementation of the NAWID. From the outset members shared a common drive for the free movement of measuring instruments by reducing barriers to trade for as wide a range of instruments as possible. In the early nineties the WELMEC Type Approval Agreement (TAA), signed by a number of WELMEC members, served as a forerunner to the Measuring Instrument Directive (MID) by providing a means of recognition of type conformity assessment, thus removing the need for multiple testing against various national legal requirements. In time, with the coming into force of the MID, the TAA became redundant. As we now look forward to 2020 WELMEC concentrates its efforts by providing focus for members who now share a large volume of common legislation, primarily by providing a discussion platform for all stakeholders, production of guidance and developing common support for authorities in implementing the directives.

The metrology directives of greatest interest are those relating to measuring instruments, non-automatic weighing instruments, prepackaged products and units of measurement. In addition, account must also be taken of other internal market policies and legislation governing aspects such as market surveillance and mutual recognition.

Over the years WELMEC has grown in recognition to become an important platform where members, stakeholders, both internal and external, identify, address and act on issues in legal

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<sup>1</sup> From MoU:

- The members of WELMEC (the European Cooperation in Legal Metrology) are the representative national metrology authorities (in European Union and EFTA member States) on behalf of whom this Memorandum of Understanding has been signed. They declare their common intention to participate in the work and activities of WELMEC.
- National legal metrology authorities in those countries which are in transition to membership of the European Union may become Associate Members of WELMEC, subject to criteria established by the WELMEC Committee.

metrology. In particular after the adoption of the MID in 2004, WELMEC has undertaken many additional tasks and has expanded its work programme to address needs and progress. The most important developments during that time have been:

- Recognition by the European Commission of WELMEC guides (statement from the European Commission<sup>2</sup> about cooperation with WELMEC in 2004);
- WELMEC's role in supporting the European legal framework by identifying relevant OIML-Recommendations to be used to provide presumption of conformity with the essential requirements of the MID (normative documents). WELMEC also develops guidance documents to explain in more detail how the normative documents should be interpreted;
- WELMEC provided input for the evaluation and possible revision of the MID (2004/22/EG), foreseen by Article 25 of this Directive;
- WELMEC providing the basis for information exchange for Market Surveillance and Administrative cooperation;
- WELMEC promotion of training on the subject of legal metrology, market surveillance and pre-packaged products.

### **3 Vision, mission and objectives**

#### **Vision (what we aim to be)**

WELMEC's vision is to be the primary source for trusted advice on legal metrology issues in Europe.

#### **Mission (what we aspire to achieve)**

WELMEC's mission is to develop and maintain confidence in European legal metrology.

#### **Objectives<sup>3</sup>**

WELMEC has the following objectives:

1. Driving further harmonization and improve common understanding across members.
2. Adapting to new developments (i.e. new desires, insights, technologies, legislation).
3. Effectively exchanging information across members, and with stakeholders.

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<sup>2</sup> The Statement from the European Commission in Casta-Papiernicka in May 2004.

[http://ec.europa.eu/growth/single-market/goods/building-blocks/legal-metrology/measuring-instruments/guidance-standards/index\\_en.htm](http://ec.europa.eu/growth/single-market/goods/building-blocks/legal-metrology/measuring-instruments/guidance-standards/index_en.htm)

<sup>3</sup> The original objectives of WELMEC – as set out in the Memorandum of Understanding – are still applicable (see attachment for an overview). However, in order to have an effective strategy, it is useful to reinterpret and regroup these objectives.

## 4 Strategies

To deliver its mission and objectives WELMEC has identified six strategic priorities, and translated these priorities in concrete actions (figure 1). Addressing these priorities will maximize WELMEC's impact, given its limited resources.

<b>Set-up</b>	well-considered trade-off between issues, based on relevance and importance	<ul style="list-style-type: none"> <li>refine current set-up</li> <li>issue-driven agenda with working groups and action teams</li> </ul>
<b>Operational steering</b>	project approach for working groups with clear task, planning, monitoring etc.	<ul style="list-style-type: none"> <li>clear procedures and working methods</li> <li>support convenors on project management</li> <li>secretarial support to convenors</li> <li>exchange of best practices</li> </ul>
<b>Participation</b>	increase in the number of participants as well as the commitment of participants	<ul style="list-style-type: none"> <li>shared understanding of responsibilities</li> <li>create reporting structure</li> </ul>
<b>Knowledge</b>	effective knowledge management (capturing, developing, sharing, using knowledge)	<ul style="list-style-type: none"> <li>increase accessibility of 'tacit' knowledge</li> <li>stimulate development of younger representatives</li> </ul>
<b>Communication</b>	stakeholders know what WELMEC can and cannot do, how WELMEC works, and what has been decided	<ul style="list-style-type: none"> <li>review and revitalize WELMEC's image</li> <li>develop and execute communication plan</li> <li>dialogue about role and objectives WELMEC</li> <li>communication of decisions to stakeholders</li> <li>maintain good relations with partners</li> </ul>
<b>Product</b>	monitor quality and usage of guides and keep most important up-to-date	<ul style="list-style-type: none"> <li>develop a comprehensive review system</li> <li>update most important guides</li> <li>communicate status of guides</li> </ul>

Figure 1: Strategic objectives and first overview of operational actions

### Set-up

In an increasingly dynamic environment it is important that WELMEC can quickly address urgent issues. Moreover, issues do not always concern one working group, but are sometimes related to multiple types of measuring instruments or are of an organizational nature.

To be able to address all types of issues in an effective and efficient manner, WELMEC will refine its current set-up. WELMEC will create a working process in which well-considered trade-offs are being made, based on relevance and importance, leading to an issue-driven agenda that facilitates all types of issues (e.g. guides, system issues, organization issues). For a more detailed description of the set-up see paragraph 5.

### Operational steering

In order to be effective, all working groups should use a project approach, having clear tasks and using planning and monitoring. This requires clear and applicable procedures (which are supported by the WELMEC members) and project management knowledge as well as having the time to execute those procedures.

WELMEC will:

- Create common understanding among convenors and other participants on procedures and working methods.
- Support convenors on project management.

- Provide secretarial support to convenors<sup>4</sup>.
- Stimulate the exchange of best practices between working groups.

For a more detailed description of the planning cycle of working groups see paragraph 5.

### **Participation**

WELMEC is highly dependent on the goodwill of members for the funding of representatives in WELMEC. Resource constraints in many authorities have meant their ability to participate in WELMEC has decreased.

In order to operate effectively, the level of participation needs to increase. WELMEC aims at enhancing the number of participants as well as the commitment of participants. All participants in WELMEC working groups should either participate actively and share their knowledge and experiences with other members, or should participate to learn (if they are relatively inexperienced in the field of legal metrology).

WELMEC will:

- Create a shared understanding of the responsibilities of working group members.
- Create a structure in which working group members are made accountable, by regularly having to report the progress on their actions and monitor the follow-up of decisions.

### **Knowledge**

A key strength of WELMEC is its in-depth knowledge on legal metrology. For this knowledge, however, WELMEC depends on a limited number of persons from a limited number of members.

There is need for effective 'knowledge management', which is the process of capturing, developing, sharing, and effectively using knowledge within the organization.

WELMEC will:

- Increase the accessibility of 'tacit knowledge'.
- Stimulate the development of younger representatives towards becoming convenors.

### **Communication**

WELMEC is a dynamic organization. Not only the environment is constantly changing (e.g. new developments, new regulation), but also the organization itself is in constant change. New representatives are joining, while others are leaving. In an organization like this, stakeholders, internal as well as external, should constantly be made aware of the role and objectives of the organization. They should know what WELMEC can and cannot do, how WELMEC operates, and what has been decided. Communication is therefore of vital importance.

WELMEC's goal is to raise the common understanding of its role and objectives, within WELMEC as well as among external stakeholders.

WELMEC will:

- Review and revitalize WELMEC's image.

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<sup>4</sup> Some clarification: This refers to support outside WG-meetings in the form of operational/administrative support.

- Develop and execute a communication plan.
- Organize frequent dialogue across Committee members and convenors about the interpretation of the role and objectives of WELMEC (which can change as a result of internal and external developments).
- Organize consistent communication of decisions to all stakeholders.
- Maintain good relations with partner organizations like OIML, EURAMET and NoBoMet.

## **Product**

The guidance provided by WELMEC is considered useful by stakeholders. WELMEC is seen as the primary source of information on legal metrology.

For WELMEC there is an important role in maintaining the growing number of guides. However, WELMEC has neither the budget nor the time to maintain all of its existing guides.<sup>5</sup> In order to make well-considered choices as to which guides should be updated (and which not), WELMEC will monitor the quality and usage of guides and keep the most important guides up-to-date.

WELMEC will:

- Develop a comprehensive review system, based on usage and quality of the guides.
- Update the most important guides.
- Communicate clearly on the status of (non-updated) guides.

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<sup>5</sup> In January 2015, WELMEC had 70 guides on its website. If it would review every guide once in the five years, WELMEC has to review 14 guides a year.

## 5 Set-up and steering

### *Issue-driven agendas*

In order to maximize impact with limited resources, WELMEC will restructure its current set-up, in such a way that WELMEC will address and act on the most important issues (figure 2).

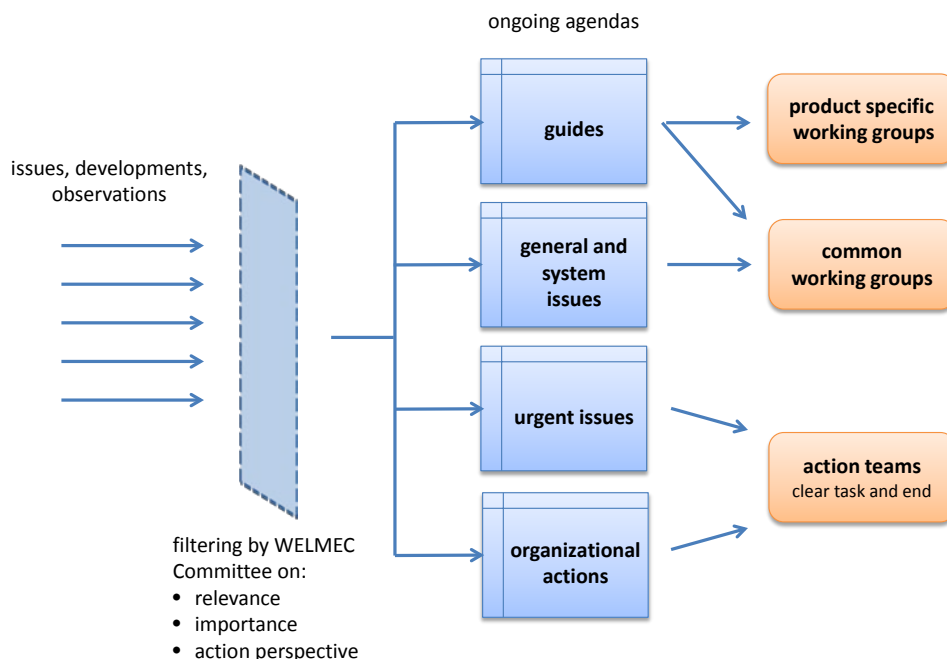


Figure 2: Address, filter and assign issues

Issues, developments and/or observations can be addressed either top-down (by the Committee or Chairperson's Group) or bottom-up (by the working groups, individual members, internal stakeholders or other stakeholders).

The Committee (in close consultation with the convenors) can filter and formally recognize issues based on relevance (does it fit the objectives of WELMEC?), importance (how big is the problem?) and action perspective (can WELMEC solve/contribute to the issue?). Four types of issues can be distinguished:

1. The need for a new or updated guide.
2. System and general issues that are not related directly to one type of measuring instrument.
3. Urgent issues that need to be handled on a short-term basis and do not fit the planning cycle of the working groups.
4. Organizational issues, for instance the need to improve communication with internal and external stakeholders.

The Committee formally recognizes issues by putting them on one of the four ongoing agendas and assigning them to either product specific working groups (guides), common working groups (system and general issues)<sup>6</sup> or action teams (urgent and organizational issues).

<sup>6</sup> At the moment Working group 5, 7 and 8 can be seen as "Common Working Groups".



*Planning cycle of working groups and action teams*

The working groups and action teams are responsible for acting on the issues assigned to them, and informing the Committee on progress and results. To improve the speed and quality of delivery a planning cycle should be used (figure 3).

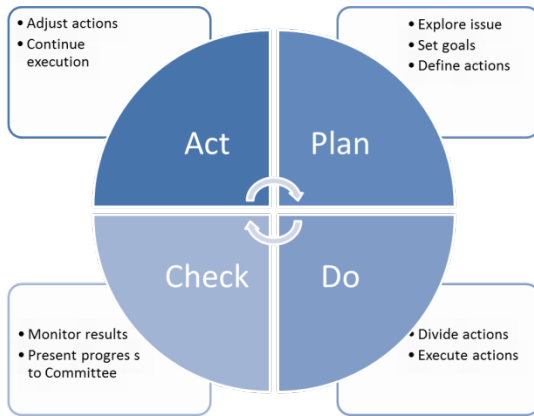


Figure 3: Planning cycle for groups and teams

Figure 3 depicts the different steps of the planning cycle and the responsibilities of the groups and teams in each step. Each year – after the Committee has formally assigned issues – the groups and teams are responsible for planning ('plan') and execution ('do'). During the next Committee meeting the groups and teams will have to present their progress to the Committee ('check'). If a task or action has been fulfilled, the Committee can decide to formally finalize it. However, if a task or action is still ongoing, the Committee will reflect on the progress. The groups and teams can use the feedback of the Committee to adjust their plan ('act').

## Objectives MoU

Below the original objectives of WELMEC – as set out in the Memorandum of Understanding – (indicated by roman numerals) are grouped by their relation to the current mission and objectives.

### Mission:

WELMEC's mission is to develop and maintain confidence in European legal metrology.

- i. To develop and maintain mutual confidence between legal metrology services in Europe.

### Objectives:

1. Driving further harmonization and improve common understanding across members.
  - ii. To achieve and maintain the equivalence and harmonization of legal metrology activities taking into account the relevant guidelines.
  - v. To identify, and promote the removal of technical or administrative barriers to trade in the field of measuring instruments.
  - vii. To promote consistency of interpretation and application of normative documents and propose actions to facilitate implementation.
2. Adapting to new developments (i.e. new desires, insights, technologies, legislation).
  - iii. To identify any special features which need to be reflected in the European metrology, certification and testing framework.
  - vi. To identify specific technical problems which might be subjects for collaborate projects.
  - ix. To debate trends and establish criteria for the scope of legal metrology and maintain channels for continuous flow of knowledge.
3. Effectively exchanging information across members, and with stakeholders.
  - iv. To organize the exchange of information for legal metrology applied at national and local level.
  - viii. To maintain working links with all relevant bodies and promote the infrastructure relating to harmonisation of legal metrology.