

Implementation plan to the EA Strategy 2025

No	Action Strategy 2025	Sub-actions	Priority	Responsible	Timetable		Monitoring	Status
					Start	End		green yellow red
1	Good governance to deliver consistent and sustainable results							
	This strategic objective relates to internal organisation, management and leadership of EA. The objective reflects the need to be able to react promptly to external demands. Over this strategy period it is the aim to improved harmonization and cooperation to ensure that all EA members speak with one voice, get the same conclusion, both at technical and operational level, when faced with the same situation.							
1.0	Implement the EA core values in order to reach the "one voice".							
		1.0.1	0					
		Kick start the implementation of the 1 voice concept.		CPC/EX	11/2017		GA	closed
		Presentation of the EA core values to EA members and stakeholders with the aim to reach their commitment to follow the core values on every level. <i>The EA core values were presented and discussed (workshops) at the EA GA in Berlin November 2017.</i>						closed
		The EA core values shall be discussed and implemented in EA Technical Committees. (What does the EA core values mean for the HHC, CC, etc.).		TC's	09/2017	12/2018	EX	
		1.0.2	1					
		a) Develop a mechanism to identify, analyse and manage situations where the same activity is accredited under different level 3 and 4 standards by different EA members,		HHC	09/2017	10/2018	EX	

		b) including the identification of the preferred standard for that activity.		HHC/TC's	10/2018 ¹		EX	
1.1	Redefine the responsibility and composition of the Executive Committee in order to strengthen the strategic leadership and management of EA.							
		1.1.1	0					
		Define a new leadership structure (Executive Committee/Board).		TFG 1	09/2017	03/2018	EX	
		1.1.2	0					
		Establishment of a new leadership structure (Executive Committee/Board).		EX	04/2018 ²	12/2018	GA	
1.2	Reconsider the committee structure and the decision-making power of committees following transfer of responsibility for operational issues to the secretariat – in close cooperation with the committee chairs – enabling EA to handle and respond to market development and requests in an efficient and timely manner.							
		1.2.1	1					
		Analyse and propose a new structure for decision making in EA.		TFG 2	10/2017	06/2018	EX	
		1.2.2	1					
		Implementation of the new structure for decision making in EA.		EX	07/2018 ¹	06/2019	GA	
1.3	Develop an efficient system to enforce decisions assuring that members know and fully understand its obligations. In particular regarding EA GA resolutions.							
		1.3.1	1					
		Analyse the EA decision-making process and propose a system to enforce and monitor EA decisions.		TFG 3	06/2018	12/2018	EX	

¹ This sub-action will start as soon as the previous sub-action is concluded.

² This sub-action will start as soon as the previous sub-action is concluded.

		1.3.2	1					
		Implementation of the proposed system for enforcing EA decisions.		EX	01/2019 ¹	12/2019	GA	
1.4	Develop the secretariat into an internal service provider under the governance of the Executive Committee and resource the secretariat to enable it to take the lead in managing operational issues including the coordination of the technical work of EA and to support the committee chairs in managing the various committees as well as managing and administration of peer evaluations. Evaluate the location of the Secretariat in order for EA to achieve the desired position.							
		1.4.0	1					
		Define the services to be provided by the Secretariat.		EX	09/2017	03/2018	GA	
		1.4.1	1					
		Analyse of present and desired competence profiles of EA secretariat.		ES	04/2018 ¹	09/2018	EX	
		1.4.2	1					
		Develop a resource plan to achieve the desired competences in the secretariat, including the impact on the EA budget.		ES	09/2018 ¹	03/2019	EX	
		1.4.3	1					
		Develop a proposal on resourcing, managing and administration of peer evaluations and the peer evaluation process.		ES	06/2018	12/2018	EX/MAC	
		1.4.4	1					
		Analyse and propose the best location for the EA secretariat to achieve the desired position as defined in the EA Strategy 2025.		TFG 4	01/2018	12/2018	EX/GA	

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1.5	Promote active cooperation among members and develop efficient tools to enhance harmonization and coordination both at operational and technical levels to give common answers to global needs Develop a service concept, the 'EA Academy', for training and benchmarking. Disseminate knowledge and experience between members. Use digitalization as far as possible for utilisation.							
		1.5.1	1					
		Establish a structure at the Secretariat for providing training to peer evaluators and EA members. (EA "Training academy")		ES	07/2017	06/2018	EX	
		1.5.2	3					
		Develop a structured approach to exchange experience in accreditation on top management level to include general/strategic management, development of policies, development of new areas and schemes as well as training of new assessors and ongoing training of assessors. Note: The training issue will be covered under 1.5.1.		TFG 5	01/2019	12/2019	EX	
		1.5.3	1					
		Analyse current situation and propose new tools regarding cooperation and harmonization.		TFG (HHC)	06/2018	04/2019	EX	
		1.5.4	2					
		Analyse and propose a project of digitalization, including e-training. see also 1.5.1		ES	01/2019	12/2019	EX	

1.6								
	Develop the current Peer –Evaluation System towards a highly efficient and effective approach along the following lines: scoping, sampling, witnessing, risk-based thinking, reporting, improving trust of stakeholders within the boundaries of IAF/ILAC A2 as well as out of the current boundaries of IAF/ILAC A2.	1.6.1 (see also 1.4.3) Reengineering of the PE process	1	MAC	started	06/2019	EX/GA	
	Enhance the process of assessing NAB processes for developing and maintaining competence including developing new accreditation programmes.	1.6.2 Reengineering of the PE process	1	MAC	started	06/2019	EX/GA	
	Adapt the required decision-making process which assures competence and openness and reduce administrative tasks of the PE Team Leaders, considering paid management resources within the Secretariat. Review the size and composition of the PE teams to maximize efficiency and reconsider the required competence criteria. Identify levels of non-compliance.	1.6.3 Reengineering of the PE process	1	MAC	started	06/2019	EX/GA	
2	Close cooperation with regulators and stakeholders to strengthen accreditation at the European and international level							
	This strategic objective relates to the increased need to involve and cooperate with interested parties to accreditation and conformity assessment and its use.							
2.1	Develop the EA stakeholder policy and procedures to include and reflect the role accredited conformity assessment activities are playing in relation to the development of society and its quality, standards, innovation and competitiveness, including development of a transparent feedback process. Evaluate the size and composition of the EAAB.							
		2.1.1	1					
		Analyse and propose new stakeholder policy including relevant procedures for cooperation with stakeholders. Map and analyse the stakeholders.		TFG 6	01/2018	12/2018	EX	

		Develop a forum for meetings with stakeholders, if needed. Including an evaluation of any impact on the size and composition of the EAAB.						
		Implementation of the new stakeholder policy.		EX	12/2018 ¹	12/2019	GA	
2.2	Provide more transparent and in-depth information on the results of Peer Evaluations by designing an environment, in which specific partners and stakeholder groups can be invited to observe Peer Evaluations with the acceptance of the evaluated NAB and according to Regulation 765/2008.							
		2.2.1	2					
		Analyse the 'wishes' of stakeholders and specific partners and propose ways to fulfil (part of) them. Use the past analyse for traceability. (Stakeholder survey) Devise a method to use feedback from interested parties on the real-life value of accredited conformity assessment results (their perception or facts on the reliability). see also 1.6		ES/MAC	06/2019	06/2020	EX	
2.3	Establish a formal position in international standardization as well as enhance the present situation with EA-members representing their national standardization organisations with respect to conformity assessment standards.							
		2.3.1	2					
		Develop procedures for coordinating EA members work in European and international standardization.		ES	06/2019	06/2020	EX	

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2.4	Enhance the professional and responsive mechanism to provide support to the European Commission and other relevant stakeholders. EA and its delivery has to be communicated and well known by its partners and stakeholders and potential interested partners are identified and being informed and updated.							
		2.4.1	1					
		Review and develop the existing procedures regarding responsibility and processes for support to European Commission and other stakeholders.		ES	06/2018	06/2019	EX	
		2.4.2	1					
		Develop targeted information material for identified stakeholders		CPC/TC's	09/2017	12/2018	EX	
2.5	Develop measures towards a more structured approach on the international arena. Develop a mechanism to enhance EA's impact in IAF and ILAC formulation of policies, documents, decisions, processes. From EA's point of view the international structure (ILAC/IAF) for accreditation should consist of one body which covers all areas of accreditation and acts as the focal point for all issues which should be solved on the global level.							
		2.5.1	1					
		Develop processes for EA activities on the international arena. Note: With the 1-voice target.		TFG 7	03/2018	12/2018	EX	
		2.5.2	2					
		Preparing a plan consisted of measures supporting the merger of ILAC/IAF		TFG 7	01/2019 ¹	12/2020	EX	

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2.6	Develop a more direct mutual beneficial cooperation with non-EA accreditation bodies as well as other regions.							
	2.6.1	2						
	Develop a plan for cooperation with other regions.		ES	06/2019	08/2020	EX		
2.7	Identify and establish formal liaison preferably through ILAC/IAF with the most important international organizations.							
	2.7.1	2						
	Define/identify the key international stakeholders (most important for EA) and analyse the cooperation with these stakeholders in order to identify the best way for liaison.		ES	01/2020	12/2020	EX		
3	Continue to develop accreditation to support innovation and growth in existing and new areas.							
	This strategic objective relates to the promotion and the development of accreditation and accreditation schemes in general as well as other associated services in accordance with Regulation 765/2008. The basis is a well-functioning legislation that puts accreditation well in place and accreditation standards that correspond to legislation while it enables development both in the regulated- as well as in the voluntary area.							
3.1	Develop information for use by EA members towards national regulators regarding new legislation and standardisation in accreditation.							
	3.1.1	1						
	Develop specific messages towards identified targets and approach the relevant interested parties.		CPC	Over time		EX		
3.2	Develop information for both internal and external use regarding the accreditation system, development of new accreditation areas, the use of accreditation and the advantages with accreditation.							
	3.2.1	1						
	Develop an updated set of complete information for internal and external use.		CPC	09/2017	12/2018	EX		

3.3	Proactively manage actions to promote accredited conformity assessment and associated services in new and specific areas.							
		3.3.1	1					
		Establish an EA-central resource as responsible for new developments, if needed.		ES/TC Chairs	03/2019	12/2019	EX	
		3.3.2	1					
		Develop procedure how EA manages new developments		ES	06/2019	12/2019	EX	
		3.3.3	1					
		Establish "new accreditation and conformity assessment developments" as a standing agenda item in EA EX-, EA GA- and technical committee meetings		GA/EA committees	09/2017		GA	closed
3.4	Strengthening the cooperation with the European Commission and other European scheme owners.							
		3.4.1	1					
		Identify key European scheme owners including directorate in European Commission, including contact person; prioritize after importance and timing. see also 2.4		ES	06/2018	03/2019	EX	
		3.4.2	1					
		Develop targeted messages/information for each scheme owner.		CPC	07/2017		EX	
		3.4.3	1					
		Meet with the identified scheme owners and present the messages/information.		ES	01/2018		EX	
		3.4.4	1					
		Work closely with the EU Commission if any development of Regulation 765/2008.		ES (if relevant, TFG)	ongoing		EX	

3.5	Develop the organisation, processes, principles and support for development of new areas to ensure quick reactions to new market developments and respond to the public policy demands. Both in terms of uptake in existing areas and expansion to new areas/markets and new public policies which should be developed with input from stakeholders. Note: The purpose is to consult with law makers before and during development of new laws".							
		3.5.1 (see 3.3)	1					
		Establish a system to monitor development of new and revised EU laws in order to consult in the process.		ES	01/2018	09/2018	EX	
3.6	Develop a process for management of existing accreditation areas and schemes. We need to handle our existing schemes and areas. We need to be able to develop areas over time, both in regard of costs and content.							
		3.6.1	2					
		Develop a process for the management of existing accreditation areas and schemes. Note: The HHC will establish the TFG.		TFG (HHC/TC's)	09/2018	06/2020	EX	
3.7	Develop support and coordination for closer cooperation between NABs regarding existing and new areas, including training and sharing of resources. see also EA GA minutes Boras 2016							
		3.7.1	2					
		Develop a process for identifying NABs needs for closer cooperation and sharing of resources. Note: training activities will be covered under 1.5.1. see also 3.1		ES	01/2019	11/2020		

3.8	Establishment of an EA MLA-mark.							
		3.8.1	2					
		Develop an EA MLA mark		CPC	09/2017	11/2018	EX	
		3.8.2	2					
		Preparing the rules and procedures for using an EA MLA mark		HHC	03/2018	11/2019	EX	

Composition of the TFG's

TFG 1: Define a new leadership structure (Executive Committee/Board).

TFG members: Lucyna Olborska (PCA), Jan van der Poel (RvA), Ignacio Pina (ENAC), Bernard Doroszczuk (COFRAC), Norman Brunner (AA), Stephan Finke (DAkKS), Lorraine Turner (UKAS)
 Convener: Ignacio Pina (ENAC)

TFG 2: Analyse and propose a new structure for decision making in EA

TFG members: Kevin Belson (UKAS), Laurent Vinson (COFRAC), Rolf Straub (SAS), Ignacio Pina (ENAC), Gabriel Zrenner (DAkKS), ETTY Feller (ISRAC)
 Convener: Ignacio Pina (ENAC)

TFG 3: Analyse the EA decision-making process and propose a system to enforce and monitor EA decisions

TFG members: Emanuele Riva (ACCREDIA), Ignacio Pina (ENAC), Rolf Straub (SAS), Andreas Hönnerscheid (DAkKS), Gokhan Birbil (TURKAK)

TFG 4: Analyse and propose the best location for the EA secretariat to achieve the desired position as defined in the EA Strategy 2025

TFG members: Paul Stennett (UKAS), Filippo Trifiletti (ACCREDIA), Maria Papatzikou (ESYD), Bernard Doroszczuk (COFRAC)
Convener: Filippo Trifiletti (ACCREDIA)

TFG 5: Develop a structured approach to exchange experience in accreditation on top management level to include general/strategic management, development of policies, development of new areas and schemes as well as training of new assessors and ongoing training of assessors.

TFG members: Gabriel Zrenner (DAkkS), Ed Wieles (RvA), Jeff Ruddie (UKAS), Karine Vincent (COFRAC), Maria Papatzikou (ESYD), Claudio Boffa (NAB-Malta), Ahmet Gozukucuk (TURKAK)

TFG 6: Analyse and propose new stakeholder policy including relevant procedures for cooperation with stakeholders

TFG members: Filippo Trifiletti (ACCREDIA), Lorraine Turner (UKAS), Ed Wieles (RvA), Adrienne Duff (INAB), Pavel Nosek (CAI), Cecilie Laake (NA), Martin Senčák (SNAS), Peter Kronvall (SWEDAC), Ahmet Gozukucuk (TURKAK), Marcus Long (IIOC)
Convener: Ed Wieles (RvA)

TFG 7: Develop processes for EA activities on the international arena and Preparing a plan consisted of measures supporting the merger of ILAC/IAF

TFG members: Norman Brunner (AA), Paul Stennett (UKAS), Peter Kronvall (SWEDAC), Adrienne Duff (INAB), Erik Oehlenschlaeger (DANAK).