

On an Appropriate Set of Characteristics for the Structure of Upper-level Standards When Used to Establish Business Environments

Bronwyn Jones (UNSW Canberra) - b.jones@adfa.edu.au

Michael Ryan (UNSW Canberra) - m.ryan@adfa.edu.au

Copyright © 2013 by Jones, Ryan. Published and used by INCOSE with permission

Abstract. The establishment of business environments has been greatly enhanced through the development of upper-level standards that provide _strategic tools and guidelines...They ensure that business operations are as efficient as possible, increase productivity and help companies access new markets_. (ISO 2012). Once a suitable upper-level standard is adopted by an organisation, its processes, activities, and tasks must be mapped (or allocated) into the organisation's life cycle stages, procedures, and roles so that subsequent planning can occur, resources can be allocated, and work conducted. Organisations may also wish to claim (or will often be obliged to show) conformance to a particular standard. In many cases, however, this mapping is only able to be demonstrated in general terms, so that upper-level standards are not always used as comprehensively as they are intended. In order to facilitate the establishment of business environments, this paper addresses what is required for an upper-level standard to be mappable and then proposes characteristics for the structure of such standards that would enable them to be more readily mappable into a business environment. The Stakeholder Requirements Definition process of ISO/IEC 15288 is used as an example to illustrate how structuring a standard against such characteristics might improve the ability to establish business environments.