

ISO 20022

Registration Bodies Governance

ISO 20022 RMG Rules Sub-group

November 2021

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66 Foreword

67 Readers of this document are expected to be familiar with the ISO 20022 standard available
68 from ISO at www.iso.org/standard/55005.html and with the additional information on the
69 standard available from www.iso20022.org.

70 ISO 20022 is a multi-part International Standard prepared by ISO Technical Committee TC68
71 Financial Services Sub-Committee SC 9 Information Exchange.

72 It describes a common platform for the development of messages using:

- 73 • a modelling methodology to capture in a syntax-independent way financial business
74 areas, business transactions and associated message flows;
- 75 • a central dictionary of business items used in financial communications;
- 76 • a set of design rules to convert the message models into technical schemas such as
77 XML or ASN.1.

78 The resulting models and messages are published in the catalogue of messages and stored in
79 the ISO 20022 Financial Repository available on the www.iso20022.org website.

80 This flexible framework allows communities of users and message development organizations
81 to define message sets according to an internationally agreed approach using internationally
82 agreed business semantics and, whenever desirable, to migrate to the use of a common syntax.

83 These ISO 20022 RMG Governance Procedures cover the governance rules of the various ISO
84 20022 registration bodies. This document has been prepared by the Rules Subgroup of the ISO
85 20022 Registration Management Group (RMG). This document is a non-normative guide to
86 the governance of the ISO 20022 organisational environment and, as such, provides
87 clarification on matters beyond those contained in the ISO 20022 standard.

88 For the convenience of the reader, this document includes relevant material from the standard.
89 It is, however, recommended that the reader also reads the standard itself.

90

1 ISO TC 68/SC 9 – Financial Services / Information Exchange

The standards development of ISO is carried out by Technical Committees and Sub-Committees, ISO TC 68/SC 9 is responsible for the management and oversight of the ISO 20022 standard. ISO TC68/SC 9 has formed the ISO 20022 Registration Authority Oversight Group (AG1) to assist ISO TC 68/SC 9 with oversight of the ISO 20022 Registration Authority (RA) as defined within ANNEX H of the ISO Directives Part 1.

The RA – as per the Registration Authority Agreement (RAA) with ISO – reports annually to ISO TC68/SC 9.

The Registration Management Group (RMG), Technical Support Group (TSG) and Standards Evaluation Groups (SEG) have been created to support the ISO 20022 registration process. In addition, the Cross SEG Harmonisation Group (CSH) has been created by the RMG to resolve harmonisation issues that exist across business domains.

2 Registration Authority (RA)

The ISO 20022 Registration Authority (RA) is an entity appointed by ISO to fulfil the registration services as described in the standard and to respect the provisions of the RA Agreement.

The RA is a competent body with the requisite infrastructure for maintaining an accurate ISO 20022 financial repository and for providing the registration services as described in the ISO 20022 standard, including the maintenance of the www.iso20022.org website.

The RA's mission is to ensure compliance of developed ISO 20022 repository items with the approved technical specifications and to publish the financial repository on the www.iso20022.org website.

The RA reports to ISO TC 68/SC 9, that is responsible for the management and oversight of the ISO 20022 standard. ISO TC68/SC9 is also responsible for the oversight of the RA but shall not participate or get involved in providing registration services.

The RA is a full member of the Registration Management Group, as well as of the RMG sub-groups, e.g., Rules group, Business Model Support team, etc., Standards Evaluation Groups and Technical Support Group.

In addition, the RA is responsible for maintaining the relationships with the different ISO 20022 governance bodies helping the RMG. This includes maintaining the official member lists of the RMG, SEG/SubSEGs and TSG and hosting corresponding communities in the ISO 20022 Workspace (see 'ISO 20022 Workspace' document).

3 Registration Management Group (RMG)

3.1 Mission and Scope

The ISO 20022 standard is used for the benefit of the user communities¹ as they develop financial messages with support from the RA and other registration bodies as described in this document. The developed messages and the associated data structure are then implemented into the internal processing of the interested communities. The RMG acts as an overall representative on behalf of this broad set of communities of users regardless of membership of the RMG and ensures that the ISO 20022 standard is effective from a user perspective.

Therefore, the RMG is ultimately accountable for the ISO 20022 Governance Procedures and the ISO 20022 Registration Procedures on behalf of the users and the RA is responsible for the effective execution of the registration process.

The role of the RMG is to promote and support the involvement of financial service actors to facilitate the registration and maintenance of high quality globally relevant ISO 20022 compliant business models for exchange of information for financial services.

Essential activities of the RMG in support of this objective in the context of the registration activities are to:

- support the Registration Process and respond to technical and business challenges related to the groups supporting the RA including the set-up/disbandment of other registration groups (for example Standards Evaluation Groups – SEG);
- review and approve Business Justifications for the development of new ISO 20022 message sets in order to manage the business scope of the ISO 20022 repository, seeking to achieve full coverage of financial services activities while preventing scope expansion into non-relevant areas;
- provide a contact point for any organisation wishing to engage with the ISO 20022 standard;
- proactively communicate on all ISO 20022 matters;
- provide input to ISO TC68/SC 9 AG 1 in preparation of the Annual Committee Report on the RA services.

The mission of the RMG is to ensure that ISO 20022 is a trusted standard providing high quality business models for exchange of information for financial services.

¹ The user communities in the registration process are typically represented as “submitting organisations” or “submitters” who bring in proposals to add new messages to the existing catalogue of messages. A submitting organization does not have to be a member of the RMG and are welcome to bring proposals that facilitates automation through the proposed data structure and enhances data quality for the community they represent. The registration process itself is well described in the ISO20022 Registration Procedures document.

The key dimensions in support of this mission that the RMG must strive to deliver are:

- Continuous engagement – Trust that the registration process, and the management of that process, is open, accessible and founded on a fair and non-discriminatory governance model
- Effectiveness and efficiency – An efficient registration process that produces high quality ISO 20022 compliant deliverables in a sustainable, timely and accessible manner.
- Delivery – Ensure that the registration process produces deliverables that are relevant to the business needs of financial services.

3.2 General Membership

Membership of the RMG is open to any entity that has an interest to participate so long as that entity fulfils the criteria of membership shown below.

The outcome of an application for membership is decided by the RMG members based on information provided by the applicant conforming to the [application template](#) made available by the RA on iso20022.org in line with the structure of the criteria shown below.

In the first instance, the entity wishing to apply for membership must seek the guidance regarding their application from the RMG leadership (that is, the RMG Convenors and the RA) in the preparation of their application.

The entity wishing to apply must explain in writing how it:

- a) Is structured as a representative organisation/body/community that brings together a community of users, or interested parties with a legitimate interest or track record in standardisation
- b) Is governed to reinforce the representative nature of membership and decision making
- c) Has a membership, or represents a community, that is appropriate to the financial services sector scope of ISO 20022
- d) Intends to commit to actively participate in and adhere to the governance and procedures of the RMG and other relevant groups (such as the SEGs)
- e) Is constituted, where the preference is given to membership rules that are based on principles with a not for profit orientation
- f) Demonstrates that it has a domestic, regional or global focus relevant to ISO 20022.

The entity wishing to apply is also strongly encouraged to provide details to explain:

- g) Any relevant track record of engagement in, and/or implementation of, industry standards with particular emphasis on the financial services sector
- h) Whether in applying to become a member of the RMG it has the support and sponsorship of a National Standards Body or national financial community organisation, such as a National Central Bank or banking association. Or whether there are existing affiliations to ISO or other standards bodies, perhaps as a liaison organisation.

194 The RMG membership shall comprise at least seven member delegations.

195 Each member entity is entitled to nominate a delegation of one principal and two alternates to
196 the RMG. No more than two delegates may attend any meeting and it is expected that one of
197 those two will act as the lead delegate in any decision making. Each of the members in a
198 delegation is strongly encouraged to serve for a period of at least 3 years to help ensure
199 consistency and retain knowledge and experience of the ISO 20022 registration and approval
200 processes. Any member may nominate a permanent replacement to their delegation at any time
201 informing the RMG Secretariat and RA in writing (email is considered sufficient). The RA
202 must be notified to adjust the membership lists on the iso20022.org website.

203 Ex-officio² membership of the RMG is provided for, the Convenors (Convenor and Vice
204 Convenor) of the TSG, CSH, each of the SEGs and SubSEGs, and for the chairs of ISO TC 68
205 and of ISO TC 68 / SC 9. Unless they are also part of a member delegation, ex-officio
206 members are observer members of the RMG, but may participate fully in subgroups created by
207 the RMG from within its membership.

208 The [list of the current RMG member entities](#) is posted on the ISO 20022 website by the RA
209 with support from the RMG Secretary.

210 The application and approval processes for membership will follow the same process as for
211 Business Justifications, as described in the ISO 20022 Registration Procedures. There is a [flow](#)
212 [chart](#) of this process available on iso20022.org.

213 **3.3 Appointment of a Convenor and Vice Convenor(s)**

214 The RMG elects a RMG Convenor and two Vice Convenors from within the RMG
215 membership, based on the existing leadership structure (i.e. if multiple Vice Convenors
216 currently are in place). To be eligible as a candidate for either office, the individual must be a
217 principal member or alternate member of an RMG delegation excluding ex-officio members, or
218 be the present RMG Convenor or one of the Vice Convenors.

219 **3.3.1 Terms of office**

220 The term of office for each elected official is three years.

221 The terms of office of the elected officials shall be staggered to avoid a situation whereby the
222 terms of both RMG Convenor and Vice Convenor(s) expire within the same 12 month period.

223 There are no limits to the number of terms a qualified candidate can run, or be elected, for
224 office.

² An ex officio member is a member of a body (a board, committee, council, etc.) who is part of it by virtue of holding another office. The term is Latin, meaning literally "from the office", and the sense intended is "by right of office".

3.3.2 Notification of Termination, Acting Convenor and Election

3.3.2.1 Unscheduled election

The RMG secretary shall immediately notify the RMG members by e-mail should either the Convenor or Vice Convenor(s) position become available.

In the event the Convenor steps down before the end of the scheduled term of office, the longest serving Vice Convenor shall immediately become acting Convenor until the end of the scheduled term for the Convenor.

In the event one of the Vice Convenors becomes available before the end of the scheduled term of office either because of the Convenor resignation or because the Vice-Convenor steps down, the secretariat will initiate the election process for a new Vice Convenor as per the election process outlined below. The successful candidate will end the term of office of the Vice-Convenor that is being replaced before starting its own term of office.

In the unlikely event that the Convenor and both Vice Convenors step down at the same time, the ISO TC 68/SC 9 chair will act as the interim Convenor until the conclusion of the election for the new Convenor. The election process outlined below will be followed in full to appoint a new Convenor, and subsequently will be followed to appoint two new Vice Convenors.

3.3.2.2 Scheduled election

Six months in advance of the end of term of either of the offices, the RMG secretary will initiate the election process outlined below. The sitting officer may wish to run for a new term, in which case they must apply to be a candidate as per the process below.

3.3.2.3 Election process

The RMG secretary shall sent a 'call for candidates' email to the RMG membership excluding the ex-officio members, indicating for which position the election is being held, and including the request that candidates reply back to the secretary in the following 30 days. The RMG secretary shall provide a link to this Governance Procedures document with the call for candidates.

The call for candidates shall request that candidates provide a CV which shall:

- provide a brief overview of their business expertise and experiences relevant to the role(s);
- give an indication of their functional expertise (payments, securities, etc.);
- give an indication of the geographical scope of their member entity;
- if applying for the Convenor position, confirm that resources are available to provide the RMG secretariat in case of his/her election; and
- provide letters or emails giving evidence of support from both their company management and the member entity they represent in the RMG.

262 The RMG secretary shall

- 263 • verify that the candidates comply with the defined requirements for the position along
264 with the support of their member entity and company management;
- 265 • inform any candidate in writing within 5 working days if their candidacy has been
266 accepted or rejected, with reasons for the rejection. If the candidate wishes to challenge
267 a rejected application, he or she must request that the validity of the application be
268 considered by all RMG members;
- 269 • distribute the CVs provided by the candidates to the RMG membership;
- 270 • conduct a 30-day consultation of RMG delegations. The consultation shall identify the
271 vacant position and list the valid candidates. Each RMG delegation will ‘silently’
272 express their preference for a candidate, that is, indicate their preference directly to the
273 RMG secretariat without communicating it to the other RMG delegations. If there is
274 only one candidate, the identified candidate will be elected if there is no sustained
275 opposition from any RMG delegation. In case of sustained opposition, the RMG
276 Secretary shall initiate a new call for candidates.

277 When considering their preference, members are requested to bear in mind an effective spread
278 of responsibilities across geographical and functional domains. No strict criteria should be
279 applied (and members may cast their preference in any way they deem appropriate), but
280 members should be aware of the following general guidelines:

- 281 • RMG Convenor and Vice Convenors shall preferably not come from the same region
282 (Europe, Americas, Africa, Asia Pacific);
- 283 • The business expertise of the RMG Convenor and Vice Convenors shall be
284 complementary and/or offer a wide coverage of the various financial services (e.g.,
285 payments, securities, trade, foreign exchange).

286 On the conclusion of the 30-day consultation, the RMG secretary will inform the RMG
287 members of:

- 288 • the total number of delegations that replied to the consultation;
- 289 • the identity of all members who replied to the consultation; and
- 290 • the number and percentage of total preferences cast for each candidate;

291 The successful applicant will be the applicant who collects the majority of preferences. If the
292 consultation has resulted in a tie, the RMG secretary will initiate a 15-day re-consultation of
293 the candidates, following the same rules as the paragraph above. If the re-consultation again
294 results in a tie, then the chair of ISO TC 68/SC 9 will express a preference to break the tie.

295 The RMG secretary will inform the RMG members immediately of the identity of the
296 successful applicant, and will explicitly identify the end date of the term of office. The elected
297 officer shall take office immediately in the event of an unscheduled election, or upon the end of
298 the term of the sitting officer in the event of a scheduled election, or at an earlier date as agreed
299 with the RMG.

In case of election of a new RMG Convenor, the new RMG Secretary will take office at the same time as the new Convenor and will liaise with the current RMG Secretary to ensure a smooth transfer of office.

3.3.2.4 Escalation during the election process

During the election for a new Vice Convenors, the existing RMG Convenor shall be the point of escalation for any issues that may arise.

During the election for a new RMG Convenor, the point of escalation is found by applying the following rules in sequence until one is satisfied:

- if the incumbent RMG Convenor is not a candidate, but remains in office for the duration of the election, then the incumbent RMG Convenor shall be the point of escalation;
- otherwise, if one of the existing Vice Convenor is not a candidate, then this Vice Convenor shall be the point of escalation;
- otherwise, if both of the existing Vice Convenor are not a candidate, then , the longest serving or first elected Vice Convenor shall be the point of escalation;
- otherwise, the chair of ISO TC 68/SC 9 will be the point of escalation.

3.4 Duties of the Convenor and Vice Convenor(s)

3.4.1 General Duties

The RMG Convenor with support of the Vice Convenors represents the RMG in- and externally, presides the RMG meetings and sets its agenda, oversees the work of its Sub-Groups and related governing bodies and provides general direction in accordance with the agreed RMG strategy. The head of the RA as part of the RMG leadership complements and supports the RMG leadership. The RMG Secretary in its role, facilitates and supports the RMG leadership.

The RMG Convenor shall keep an open line of communication with the Vice Convenor(s), the RA and the RMG Secretary to ensure that all administrative actions can be taken.

The RMG Convenor and Vice Convenor(s) shall keep themselves updated on the progress of the SEGs, RA, TSG and the sub-groups of the RMG.

The RMG Convenor may be called upon to assist with SEG training sessions, represent the RMG as a speaker at conferences or with journalists, and assist with RA problems in carrying out their duties and responsibilities.

The RMG Convenor may be called upon to resolve interim concerns or issues arising outside of the normal meeting schedule.

In the absence of the RMG Convenor, the longest serving or first elected Vice Convenor shall fulfil the Convenor's duties described in this document.

3.4.2 Duties at RMG meetings

The RMG Convenor shall review the drafted Meeting Notice and drafted preliminary Agenda prepared by the RMG Secretary, provide input and changes to the draft and approve the final agenda. The Convenor shall notify the RMG secretary of changes and additions required to the Agenda prior to the meeting.

The RMG Convenor shall convene meetings impartially while permitting the review of opinions and while steering the meeting toward acceptable and actionable conclusions. The RMG Convenor shall seek good progress in line with the RMG objectives.

The RMG Convenor shall ensure that resolutions from previous meetings are followed up.

The RMG Convenor and Vice Convenor(s) shall review and approve the minutes of the RMG meetings prepared by the RMG Secretary prior to issuance to the RMG members.

The RMG Convenor shall request and require “resolutions” during the meeting to advance full clarity of decisions and require approval of the resolutions prior to end of meeting.

The Convenor shall work with the RMG Secretary to ensure that meeting actions are both recorded and carried out.

3.4.3 Duties at ISO TC 68/SC 9 meetings

The RMG Convenor shall work with the RMG secretary to prepare a Registration Management Group Report annually to ISO TC 68/SC 9/AG 1 "ISO 20022 RA Oversight Group" that has been formed to assist TC 68/SC 9 with oversight of the RA and to the ISO TC 68/SC 9 Plenary. The report to ISO TC 68 / SC9 AG1 will focus solely on matters related to the RA in the context of registration and the scope of the report to ISO TC 68 / SC9 will cover all aspects of the RMG including those activities beyond registration.

The RMG Convenor is expected to attend the ISO TC 68/SC 9 Plenary meeting and present the ISO 20022 Registration Management Group Report.

3.4.4 Participation in consultations

Although, at the time he/she was first elected, the RMG Convenor and Vice Convenors were a Principal or Alternate member from an RMG delegation, it is not practical to convene the RMG and be involved in the RMG consultation and approval process at the same time. Upon being elected, the RMG Convenor shall no longer be considered as part of their delegation. Their delegation may have a full delegation (one Principal and two Alternates) in the RMG and one Principal and one Alternate representative in attendance at RMG meetings, in addition to the RMG Convenor.

Upon request of the respective RMG delegation, a Vice Convenor can still be part of their RMG delegation and participate in their consultation and approval process during meetings.

3.4.5 Duties of Vice Convenor(s)

The Vice Convenors shall work with the RMG Convenor and perform duties as required or otherwise delegated by the RMG Convenor, including but not limited to representing the RMG

in interactions with external bodies, leading specific agenda items, or taking ownership for following up on resolutions.

Vice Convenors shall act as liaisons, where required, with sub-groups of the RMG (as defined below), other ISO bodies and local standard organizations.

3.5 RMG Secretary

The elected RMG Convenor is responsible for making sure that resources are available to provide the RMG secretariat during his/her term of office. In case of election of a new Convenor, the new RMG Secretary will take office at the same time as the new Convenor and will liaise with the current RMG Secretary to ensure a smooth transfer of office (see section 3.3.1.2).

The duties of the RMG Secretary are detailed in this section of the governance document. The RMG Secretary acts as a point of contact for all RMG members.

3.5.1 Inquiries

The RMG Secretary manages inquiries related to RMG and, refers technical inquiries to either the RA or the appropriate resource normally within two working days.

3.5.2 Membership management

The Secretary issues formal calls for experts for members of the RMG and its Sub-groups, the SEGs and their SubSEGs, and the TSG. Nomination of experts by existing RMG delegations must be addressed to the RMG secretariat and the RA.

The RA maintains the official member lists related to the ISO 20022 RMG, SEG/SubSEGs and TSG and hosts corresponding communities in the ISO 20022 Workspace (see '[ISO 20022 Workspace](#)' document).

The RMG membership lists denote the RMG membership, the named RMG Principal, Alternate and 2 Alternate members appointed by each member entity as well as RMG ex-officio members or personnel affiliated with the activity. The RMG lists also include the named members of the various RMG sub-groups. When necessary, the RA creates specific communities in the ISO 20022 Workspace to host the RMG sub-groups.

The RA shall amend the official member lists after an official communication from a member delegation (email is considered sufficient).

3.5.3 Notifications and reporting of Membership database changes

The RA shall update the lists of members in the ISO 20022 Workspace, and notify the RMG, SEG/SubSEG and TSG secretaries or others as appropriate within one business week, of all new or changed members as well as any members ending service upon official notification and confirmation.

3.5.4 RMG or other RMG related Meeting(s)

The RMG Secretary shall assist in the organisation of two RMG meetings per year. This effort includes the following activities.

Prior to the meeting:

- Correspond with meeting hosts regarding hotels, meeting locations, and other information required etc.;
- Advise hosts of the general meeting plan including preferred room set up, A/V equipment needed, timelines for start finish of meeting, etc.;
- Issue, in advance, meeting notice(s) including the meeting logistics, etc.
- Draft and publish of a preliminary meeting agenda for convenor approval and of a final agenda with all supporting documentation at least two weeks prior to the date of the meeting;
- Issue a “call” for meeting reports to members reminding of due date and timelines at least two months before the meeting (note: depending on agreed final timeline above);
- Collect member RSVPs, providing RSVP information to hosts and others who request it;
- Collect meeting reports and other materials for the meeting;
- Post all documents in the relevant meeting folder in the ISO 20022 Workspace;
- Issue linked and zipped meeting document to members and manage late reports and documents.

During the meeting:

- Attend all meetings and be prepared to show the full agenda with linked documents on a screen;
- Take meeting notes in order to prepare a report of the meeting, include attendees in meeting report;
- Prepare and route an attendee list;
- Work with the Resolutions Drafting committee to edit and prepare the resolutions for in-meeting review and approval;
- Provide consultative advice related to process and procedures;
- Retain any data on next agenda items or changes to agenda template.
- Post meeting
- Post the meeting resolutions in the relevant meeting folder in the ISO 20022 Workspace, and include review of whether actions were taken on those actionable resolutions;
- Prepare the meeting report, request a review by the Convenor and Vice Convenor, make edits and post in the relevant meeting folder in the ISO 20022 Workspace;

- Just prior to next meeting, review the last resolutions and determine if all actions taken. If not, act to remind or inform individual responsible to take the action.

3.6 Sub-groups of the RMG

The RMG may form sub-groups from within its membership (including ex-officio members) to address specific issues. These sub-groups differ from the SEGs, the TSG and the CSH which are separately constituted from the RMG, with their own membership. A sub-group is formed entirely from within the existing membership of the RMG. Some sub-groups are permanent (such as the Rules sub-group, the Communications sub-group and the Real Time Payments sub-group) whereas others are temporary, that is, are formed to address one specific issue and then disbanded.

3.6.1 Real Time Payments Group (RTPG)

3.6.1.1 Mission and Scope

The RTPG is a permanent sub-group set up to document and harmonise cross market business adoption of ISO 20022 standard artefacts for “Real Time Payments” defined as - *electronic payment solutions available 24/7/365 and resulting in the immediate or close to immediate interbank clearing of the transaction and crediting of the payee’s account (within near real time of payment initiation).*

The focus of the RTPG is on business and technical usage of ISO 20022 for real time payments across multiple markets to document a harmonised and consistent view of ISO 20022 business processes, message components, elements and data content in terms of codes. The work is intended to be flexible to be able to incorporate regional differences. The RTPG will act as the expert group on real-time payments matters within the RMG governance framework. It will also develop answers to strategic issues related to the use of ISO 20022 for real-time payments. The RTPG’s work will include but not be exclusive to the development and maintenance of ISO 20022 real-time market practice, develop any additional guidance to support the use of the standard for real-time payments and act as a forum for strategic issues related to ISO 20022 and real-time payments.

The RTPG will maintain active working relationships with all relevant SEGs. However, given the obvious interrelation, a primary relationship will be maintained with the Payments SEG. It is advised that the RTPG have one expert representative on the Payments SEG to ensure effective coordination. SEGs will forward Change Requests (CR) and/or candidate new versions of messages related to real-time payment messages to the RTPG for their expert opinion. The RTPG will return comments to the submitting SEG for consideration within the deadline set by the SEG(s). Whilst the SEG is the ultimate decision maker, the expert opinion of the RTPG should hold a significant amount of gravitas.

3.6.1.2 Membership

Members of the RTPG are business experts / technical architects within their respective organisations. Although RMG sub-groups are normally comprised only of RMG members, the

RMG has made an exception with regards to the RTPG due to the nature of its work. The membership of the group will seek to combine both business domain and technical domain experts. As a sub-group of the RMG, the membership is open to any RMG member entity. To ensure the RTPG is of manageable size and can react quickly there will be a:

- - Core Review Group and
- - Advisory Review Group

Whilst the *Core Review Group* can include any full RMG member as well as other invited entities, it is advised that this is limited to central infrastructures, suppliers to these infrastructures and/or industry associations. Members of the Core Review Group should be able to show that they provide RTP services or otherwise support RTP development in global markets. This is to ensure that the Core Review Group can remain agile. The RMG and RTPG convenors will agree on the members who will make up the Core Review Group.

The larger *Advisory Review Group* is open to other RMG members and interested entities that want to remain involved in the work being undertaken by the Core Review Group. The Core Review Group will send their assessments to the Advisory Review Group for additional input.

Additionally, the RTPG convenor can invite additional market experts to contribute to either group on agreement of the RMG convenor.

3.6.1.3 RTPG Convenor and administrative support

The RTPG Convenor shall be an RMG member and shall be appointed by the RMG. The Convenor may not be the current Convenor or Vice Convenor of one of the RMG or SEGs, and may be a representative from a market actively engaged in developing/operating a Real Time Payments system. In addition, the RTPG Convenor ideally will have knowledge of or be engaged in other real time payments global market practice initiatives.

The Convenor has responsibilities that can be accomplished by an individual with the following qualities:

- Motivating and managing experts in consensus based standards development;
- Assessing qualifications of candidates for membership in the Core Review Group;
- Organizing conceptual work and developing processes and creation of the supporting documentation to complete the work in a timely fashion;
- Familiarity with the ISO 20022 standard and organisation;
- Seeking the best possible compromise when faced with conflicting goals and priorities.

The duties of the Convenor include, but are not limited to:

- Calling and presiding over RTPG Core Review Group and Advisory Review Group meetings, with the assistance of members selected by the RMG and RTPG convenors, as appropriate.
- Organising efficient operation of the group and assigning duties as necessary to advance the work of the RTPG.
- Reporting and communicating the progress of work of the RTPG to the RMG.

- Preparing and running meetings in an efficient and inclusive manner.

The RTPG administrative support is provided by the RMG Secretariat. This can be in combination with other interested parties selected by the RMG and RTPG convenors. Administrative support includes tasks such as:

- Planning maintenance meeting/conference calls upon each new release of the ISO 20022 messages.
- Ensuring posting of the produced documentation on the ISO 20022 Website.
- Organising and attending RTPG Core Review Group and Advisory Review Group meetings
- Acting as technical facilitator to produce technical documentation (other members may also assist with this).
- Sharing the work produced by the Core Review Group to the Advisory Review Group for assessment prior to submission to the RMG.

3.6.1.4 RTPG working methods and decision making

Three primary working methods:

- Distributed working using appropriate electronic means.
- Regular scheduled conference calls.
- Physical meetings.

Most communications are expected to be through e-mails and conference calls.

The RTPG will work via consensus. Escalation, if necessary, is to the RMG.

At each RMG meeting, the RTPG Convenor reports the activities of the RTPG.

3.6.2 RMG Rules Sub-group

3.6.2.1 Mission and Scope

The mission of the permanent Rules Sub-group is to maintain the official ISO 20022 operating procedures which govern the constitution and operations of the various groups involved in the ISO 20022 registration process. The ISO 20022 operating procedures are made of two documents that are published on www.iso20022.org:

- ISO 20022 Governance Procedures
- ISO 20022 Registration Procedures

3.6.2.2 Membership

The Rules Sub-group is composed of an RA representative and RMG members recognised for their familiarity with the ISO 20022 operating procedures. The Rules Sub-group is managed by the RMG leadership (RMG convenors and RA) and convened by the RMG Convenor.

The Rules Sub-group members are expected to contribute actively and to serve as members for a minimum of three years to ensure continuity and consistency of decisions. The RA representative is the editor of the operating procedures documents.

The RA hosts a specific Rules Sub-group library in the ISO 20022 Workspace to permit distribution of documents and sharing of comments by the members.

3.6.2.3 Duties and responsibilities

The Rules Sub-group updates the ISO 20022 procedures as requested from time to time by the RMG. The Rules Sub-group is empowered to update the procedures as requested by the RMG without need for further approval by the RMG. The Rules Sub-group, under the direction of the RMG Convenors, is empowered to implement minor changes (meaning those that do not affect any substantive rule or procedure, typically editorial in nature such as correcting mistakes or making enhancements for efficiency reasons) to the procedures without the need for a preliminary RMG resolution. Changes of a substantive nature must only be implemented as a result of a resolution of the RMG.

The editor provides draft new versions of the documents to the Rules Sub-group, where updates are highlighted in ‘track change’ mode. The Rules Sub-group members review the updates and verify that they are addressing the requests of the RMG. The Rules Sub-group Convenor is responsible to achieving a consensus of the Sub-group members on the text of a new version. If a new version is agreed by consensus, the RA publishes the new version on www.iso20022.org and informs the RMG.

In case of doubt about the acceptability of a proposed update or when a consensus cannot be reached on a new version, the Rules Sub-group Convenor requests a decision of the RMG.

At each RMG meeting, the Rules Sub-group Convenor reports the activities of the Sub-group.

3.6.3 Other RMG sub-groups

RMG sub-groups should elect a Convenor from within the members in the sub-group, by consensus. Any member of the sub-group may be elected as convenor. If the sub-group is unable to agree on a convenor, this may be escalated to the RMG. The RMG may seek consensus, but may also decide to use the formal RMG Convenor election process above if it deems necessary.

Sub-groups may seek to consult non-members of the RMG, may invite them to meetings, and may seek their opinions when arriving at a consensus opinion of the sub-group. These non-members may not be elected as convenor of the sub-group.

3.7 Meetings

The RMG meets twice each year, generally targeting a timeframe of May and November. Members of the RMG may offer to host meetings in any geographic area around the globe, although, whenever possible, an even and fair distribution of meetings across geographic areas should be encouraged. The engagement by both the current RMG membership and new members can be facilitated by electronic teleconferencing facilities during meetings. It is

589 recognised that the availability and capability of the technical facilities in each host location is
590 vital. However, teleconferencing may still have practical challenges and limitations as an
591 effective means of engagement in a large group like the RMG. There are also other practical
592 considerations such as the time zones of all participants to be considered.

593 Meetings are normally of half a day in May and two half days in November, but can be
594 extended depending upon business needs and RMG members' agreement.

595 When needed, the RMG Convenor may call additional meetings to conduct business; the
596 meeting may be via conference call or may be a face to face meeting.

597 When practical the RMG may meet in conjunction with ISO TC 68/SC 9.

598 **3.7.1 Meeting attendance**

599 **3.7.1.1 RMG members**

600 Convenors of the RMG, SEG/SubSEGs and the TSG shall attend meetings. On an exceptional
601 basis Vice Convenors may attend in their place. As key officers of the group the attendance of
602 these individuals is considered critical to the effectiveness of the group.

603 Convenors of other RMG sub-groups (like Rules, Cross SEG Harmonisation etc.) should
604 ideally attend, but may appoint an alternate so long as adequate notice is given to the RMG
605 Secretary of this arrangement and that the alternate is fully empowered by the sub-group to
606 take decisions in the absence of the convenor.

607 Attendance by delegation members is strongly recommended and to be actively encouraged by
608 regular communication with persistent no show delegations to stress the importance of
609 attendance. Ultimately, if a delegation continually fails to attend, further action may be taken.
610 No more than two delegation members may attend any meeting and it is expected that one of
611 those two will act as the lead delegate in any decision making.

612 **3.7.1.2 Observers**

613 From time to time, non-RMG members may request to attend a plenary meeting of the RMG,
614 as an observer. The requests may originate from the meeting host country, may be a SEG
615 member, or may be from another organization that has an interest in the RMG and its work.

616 The request must be made in writing to the RMG Convenor, Vice Convenor, or Secretariat.

617 If an observer attends, or attempts to attend, unannounced and without approval, the Convenor
618 may request the observer leave the meeting as it is a closed meeting.

619 Acceptance of attendance may be granted at the discretion of the Convenor. In granting the
620 request, the Convenor should be satisfied that there is no conflict with RMG delegations. And,
621 he/she should confirm with either the meeting host directly or through the Secretariat to ensure
622 that space allows for added attendance.

623 During the meeting, the observer shall be identified as an observer, and may speak or provide
624 information only if directly requested by the Convenor. The observer shall not participate in
625 decisions, and cannot join any sub-groups created by the RMG unless specifically invited.

3.7.2 Agenda items

Significant decision or discussion items to be tabled to the RMG will be accompanied by a supporting paper prepared by the originating registration body or member delegation. That paper will clearly indicate if it is 'for decision' or 'for information'. If for decision, the paper must include a clear recommended resolution that the RMG will be asked to take decision on.

Written reports are mandatory from the RA, the SEGs and their SubSEGs, and the TSG as well as RMG sub-groups and shall be presented verbally within the meeting as appropriate.

Reports can also be made from any RMG delegations, when deemed relevant by the reporting delegation. These reports shall be focusing on matters of interest to the ISO 20022 RMG, such as the adoption of ISO 20022 message sets in the market represented by the delegation.

Papers and reports must be sent to the RMG secretary at least three weeks prior to the date of the meeting. The RMG secretary shall publish a full and final agenda with all supporting documentation at least two weeks prior to the date of the meeting (or earlier if there are likely to be extensive travel requirements for attendees).

3.8 Decision making

Decisions of the RMG shall be made via consensus. Consensus is defined as a lack of sustained opposition, where that opposition is both justified and reasonable within the scope of the ISO 20022 registration process.

For the core processes of the RMG, which are the approval of Business Justifications and membership applications, the two stage process described in the [ISO 20022 Registration Procedures](#) for the approval of Business Justifications shall be applied. Other decisions of the RMG relevant to the normal day to day operation of the registration process and the resolutions taken during meetings shall also be made via consensus where electronic means may be employed to test whether or not consensus exist.

Where a decision is required, the response deadline will be fixed on a case by case basis, depending on the expected time required by members to form an expert opinion, but shall not be less than 30 days. All member delegations have an obligation to consider all questions formally submitted for decision and indicate whether they have an objection with the proposed decision. It is considered that delegations that do not reply have no objection with the submitted proposal.

There shall be only one opinion cast per delegation.

Lack of active (active means contributing to the business of the RMG) participation by delegations is a serious issue that may lead to the revocation of the RMG membership of the delegation. The RMG Secretary shall monitor participation and can choose to escalate as appropriate to the full RMG for consideration of remedial action or revocation of membership.

3.8.1 Reporting and escalation to ISO TC 68/SC 9

As the RMG supports the implementation and management of the registration processes, there is a close communication between the ISO 20022 RMG, ISO TC 68/SC 9 and the RA, ensuring

that technical matters relating to the ISO 20022 standard are coordinated with ISO TC 68/SC 9 whose responsibility is to maintain the technical parts of the standard and to report to ISO Central Secretariat (ISO/CS).

This reporting line also serves to provide a mechanism to raise issues relevant to the contents of the ISO 20022 standard itself for consideration by ISO TC 68/SC 9 where appropriate.

Decisions made by the RMG may be challenged, and escalated to ISO TC 68/SC 9.

4 Standards Evaluation Group (SEG) and SubSEG³

4.1 Mission and Scope

The main purpose of a Standards Evaluation Group (SEG) is to provide a business driven validation of the [candidate ISO 20022 messages](#) that are to be published under the auspices of ISO.

The SEGs' scope of responsibility shall be based on subsets of the financial industry business activities as determined by the RMG. These subsets take into account the business area(s) (e.g., securities, payments, trade services and foreign exchange) and/or the financial instruments (e.g., bonds, equities, funds, credit transfers, direct debits, cheques, and derivative products).

The SEG members are the representatives of the (future) end-users of ISO 20022 messages. Once they have verified that the proposed models and messages are within the scope approved by the RMG, they evaluate the benefits of the proposed sets of messages as well as the business, and possibly the impact on existing applications and processes. The goal of the SEG is to ensure that the candidate ISO 20022 models and messages proposed for worldwide adoption address the actual needs of the targeted community of users.

4.2 General Membership

A SEG is composed of recognised experts in the related SEG business area(s) or asset class(es) nominated by the RMG member entities and any other entity that has an interest to participate in the SEG so long as that entity fulfils the criteria defined for RMG membership (see 3.2). The outcome of an application for membership is decided by the RMG members based on information provided by the applicant entity conforming to the [application template](#) made available by the RA on [iso20022.org](#).

In the first instance, the entity wishing to apply for SEG membership must seek the guidance regarding their application from the SEG leadership (Convenor, Vice Convenor(s) and Secretary) in the preparation of their application. The SEG leadership may consult with other entities concerning the request and care should be taken to maintain a balance of interests on the SEG, especially during the evaluation processes. The application may be limited to the participation in a specific Evaluation Team (for further details on Evaluation Teams, please

³ Unless otherwise specified, everything in this chapter is valid for a SEG and a SubSEG. Section 4.6 is dedicated to the specifics of SubSEGs.

698 refer to section 4.5). Applications are submitted to the SEG for comments and to the RMG for
699 approval. A [flow chart](#) of the application process is available on iso20022.org. Entities that
700 have been granted SEG membership can add or remove members to their SEG delegation at
701 any time informing the SEG secretariat and the RA in writing (email is considered sufficient).
702 There is no limit to the number of experts of a delegation provided that each expert is
703 contributing actively. To help ensure consistency and retain business knowledge of the
704 registration decisions, each member of a delegation is strongly encouraged to serve for a period
705 of at least 3 years.

706 At a minimum, a SEG shall include experts representing not less than seven member
707 delegations. On an exceptional basis, a SEG may operate when failing to meet this minimum
708 provided that the RMG has endeavoured to recruit additional experts to fulfil the criteria above,
709 and upon failure of this, has sanctioned by consensus that the SEG may operate.

710 Minimum membership criteria must be achieved and maintained to enable a SEG to provide
711 robust business driven validation of the candidate ISO 20022 message sets. Therefore, the SEG
712 leadership shall review the membership regularly (at least annually) to ensure, as far as
713 possible, that membership remains as per the criteria and is up to date.

714 The SEG roster maintained by the RA defines who is on each SEG and who they represent. It
715 shall be the most up to date list of membership. Any distribution of documents, by whatever
716 means, must address all relevant members defined in the roster, but must also be available to
717 the stakeholders on the SEG member list in the ISO 20022 Workspace. The later objective can
718 be achieved by timely posting of material by the SEG Secretary or the RA to the relevant
719 folder in the ISO 20022 Workspace (see [ISO 20022 Workspace](#) document).

720 The SEG leadership team is published on the ISO 20022 website by the RA.

721 **4.3 Election of Convenor, Vice Convenor and Secretary**

722 Each SEG appoints a leadership team composed of a Convenor, Vice Convenor and a
723 Secretary from amongst the SEG membership.

724 Whenever the position of Convenor, Vice Convenor or Secretary becomes open or available,
725 the rest of the leadership team (or the RMG Secretary, if all positions are open) will call for
726 candidates by e-mail to the SEG members and inform the RMG members.

727 The resulting list of candidates is submitted to all SEG members (as defined by the
728 membership roster available on iso20022.org) who shall each be invited to express their
729 preference for a candidate in an open and transparent manner over a 30 day period. The results
730 of this consultation shall clearly display the preference indicated by each member and any
731 majority opinion. The result of this consultation shall then be passed to the RMG for
732 ratification. This ratification will be made by consensus⁴. However, where there is no clear

⁴ “Consensus: General agreement, characterized by the absence of sustained opposition to substantial issues by any important part of the concerned interests and by a process that involves seeking to take into account the views of all parties concerned and to reconcile any conflicting arguments. NOTE Consensus need not imply unanimity.” (Source: ISO Directives). If consensus cannot be reached or in case of doubt concerning consensus, the SEG is invited to consult the RMG for a resolution.

preference resulting from the SEG consultation, the RMG delegations shall be requested to express their preference in a 30-day consultation. Where a single candidate is running for the position of Convenor, Vice Convenor or Secretary, the same process will be employed. In either instance, this will offer the RMG visibility as to any pertinent issues they may need to consider before ratifying the appointment.

SEG Convenor and Vice Convenor terms of office shall be three years. The terms of office of the elected officials shall be staggered to avoid a situation whereby the terms of both Convenor and Vice Convenor expire at the same time. There are no limits to the number of terms a qualified candidate can run, or be elected, for office.

4.4 Duties of the Convenor, Vice Convenor and Secretary

The Convenor prepares the meeting agendas (physical, conference calls or otherwise) and runs all SEG meetings. She/he is responsible for the organisation of the SEG, the initiation of required Evaluation Teams (for further details on Evaluation Teams, please refer to section 4.5), the timely planning of evaluations and the communication of evaluation results.

The Convenor and Vice Convenor are "ex-officio" members of the RMG and are responsible for all communication to the RMG, the RA, the TSG, the CSH and the other SEGs. In particular, the Convenor is expected to attend RMG meetings and deliver a SEG activity report to the RMG.

The Convenors are members of the CSH (see section 6).

The Vice Convenor assists the Convenor and takes over any time the Convenor is unavailable.

The SEG Secretary:

- arranges for meetings and conference calls;
- takes minutes/action points at the meetings and posts them to the SEG members on a timely basis;
- communicates to the RA any updates to the SEG and Evaluation Team membership;
- makes sure that the evaluation results, including collated comments from the Evaluation Teams, are logged in the ISO 20022 Workspace for archiving and future reference.

4.5 Evaluation Team (ET)

The Convenor, Vice Convenor and Secretary will organise the SEG into various pools of expertise that are pulled together to form Evaluation Teams with the appropriate mix of expertise as required to evaluate the submitted candidate ISO 20022 messages or requests to change existing ISO 20022 messages.

The SEG Convenor, Vice Convenor and Secretary are responsible for the composition of such Evaluation Teams and for ensuring that they are robust enough and have access to the expertise required to provide a sound business driven validation on behalf of the (future) users of the new or updated messages.

When the candidate messages relate to a portion of a full transaction lifecycle, the SEG must make sure to include in the Evaluation Team, representatives of actors that come into play in the areas 'before' and 'after' within the end-to-end transaction chain. This guarantees stability and overall consistency of these first messages with other message sets that would be developed later on to cover the other business areas within the end-to-end transaction chain.

If the SEG members of a delegation do not feel they have the expertise required, they may invite another expert from their member entity to represent them in the Evaluation Team. For example, actual pilot users of new candidate messages are always welcome to participate in the Evaluation Team. When the evaluation relates to a new candidate version of existing ISO 20022 messages, actual users of the current version should be invited to participate in the Evaluation Team. These additional experts shall participate in the Evaluation Team for the time of the evaluation only and shall not be considered as SEG members, unless they are nominated as such by their member entity. They are however registered in the Evaluation Team community hosted by the RA in the ISO 20022 Workspace to have access to the evaluation documentation. If the required expertise cannot be found from the SEG member delegations, the SEG Convenor and RMG Secretary will prepare a call for experts to all RMG member entities describing the additional expertise required.

At a minimum, an Evaluation Team shall include experts representing not less than five member delegations, including experts (pilot, actual users, etc.) opted in by member delegations. On an exceptional basis, an Evaluation Team may operate when failing to meet this quorum, provided the SEG has endeavoured to recruit additional experts to fulfil the criteria above, and upon failure to achieve this, the RMG has reached consensus that the Evaluation Team may still operate.

A representative of the Submitting Organisation shall participate in the Evaluation Team meetings for active evaluation to take place. This allows the Evaluation Team members to gain additional clarification regarding the content, business context and intent of a submission during the evaluation process. When several Submitting Organisations have made a joint submission, all of them should be invited to participate in the Evaluation Team. When an update is submitted by an organisation different from the initial Submitting Organisation(s), the initial Submitting Organisation(s) shall also be invited to participate in the Evaluation Team.

The Evaluation Team members propose a Facilitator from within the team who should preferably not be a representative of the submitting organisation(s). The Facilitator is appointed by the SEG Convenor. The Facilitator is responsible for driving the Evaluation Team towards the validation process with the aim of delivering, in a timely manner, a 'consensus recommendation' from the whole Evaluation Team to the SEG to approve or reject the candidate ISO 20022 messages. If the Facilitator is not a SEG member, she/he is expected to participate in the SEG meetings/conference calls where the particular submission is discussed.

4.6 SubSEGs

A SubSEG is created when it makes sense to create a separate standing group to cover a subset of the business areas and/or financial instruments that are part of the scope of a SEG. This generally happens when the subset of business areas and/or financial instruments is so different

811 from the other business areas/financial instruments of the parent SEG that it requires specific
812 business experts.

813 A SubSEG behaves like a SEG as described in the above sections of this chapter, but remains
814 closely associated with its parent SEG as follows:

- 815 • the convenor of a SubSEG is de facto a member of the parent SEG leadership
- 816 • the decisions of a SubSEG are ratified by the parent SEG
- 817 • the members of a SubSEG are invited to the 'full SEG' meetings and conference calls
818 of the parent SEG
- 819 • upon creation of a SubSEG, the members of the parent SEG may opt to become
820 member of the SubSEG instead of or in addition to the parent SEG membership.

821 Although a SubSEG has its own official roster of members maintained by the RA, it shares the
822 same 'community' as the parent SEG in the ISO 20022 Workspace (see [ISO 20022 Workspace](#)
823 document).

824 **5 Technical Support Group (TSG)**

825 **5.1 Mission and Scope**

826 The main purpose of the TSG is to provide technical support to the other registration bodies
827 and the Submitting Organizations or communities of users, upon their request. The TSG shall
828 advise the Submitting Organizations, the RMG, the RA, the CSH and the SEGs on the most
829 appropriate and consistent interpretation of the ISO 20022 standard and on matters related to
830 the technical efficiency and integrity of the registration process.

831 The TSG is also responsible for the development and maintenance of [Business Application](#)
832 [Header](#) (BAH).

833 Any SEG, the CSH and the RA may request the advice of the TSG on technical issues arising
834 from the evaluation of the proposed updates to the Repository or on the technical
835 "implementability" of the proposed updates. The request shall clearly indicate the nature of the
836 technical issue, and the advice required from the TSG.

837 As required, the TSG may also be called upon by the RMG, to offer advice on an issue relating
838 to the implementation of the ISO 20022 standard, any proposed adoption of new technical
839 specifications or the best way to organize migration to new technical specifications.

840 The programme of work of the TSG is subject to prioritisation and agreement by the RMG.

841 The TSG shall comply with the operating procedures set out and approved by the RMG.

842 The TSG shall submit to the RMG the TSG Report three weeks prior to any scheduled meeting
843 or as required. The report shall summarise the activities of the TSG between reporting periods,
844 or shall indicate that there has been no activity. The RMG shall inform the TSG of the
845 scheduled meeting at least 4 weeks in advance.

846 The TSG shall comply with the appeal process administered by the RMG.

5.2 General Membership

The TSG shall be composed of recognized experts in the technical implementation of the ISO 20022 standard.

Those experts shall be nominated by RMG member entities and any other entity that has an interest to participate in the TSG so long as that entity fulfils the criteria defined for RMG membership (see 3.2). The outcome of an application for membership is decided by the RMG members based on information provided by the applicant entity conforming to the [application template](#) made available by the RA on iso20022.org.

In the first instance, the entity wishing to apply for TSG membership must seek the guidance regarding their application from the TSG leadership (Convenor, Vice Convenor and Secretary) in the preparation of their application. The TSG leadership may consult with other entities concerning the request and care should be taken to maintain a balance of interests on the TSG. Applications are submitted to the TSG for comments and to the RMG for approval. A [flow chart](#) of the application process is available on iso20022.org. Entities that have been granted TSG membership can add or remove members to their TSG delegation at any time informing the TSG secretariat and the RA in writing (email is considered sufficient). There is no limit to the number of experts of a delegation, provided that each expert is contributing actively. To help ensure consistency and retain knowledge of the registration decisions, each member of a delegation is strongly encouraged to serve for a period of at least 3 years.

As the TSG is a panel of technical experts, its membership may require including additional experts that cannot be provided by the member delegations. The selection of these additional experts is at the discretion of the TSG leadership.

In addition, the organization which performs the RA function shall appoint a delegate to the TSG.

At a minimum, the TSG shall contain experts representing not less than seven member delegations. On an exceptional basis, the TSG may operate when failing to meet this minimum, provided the RMG has endeavoured to recruit additional experts to fulfil the criteria above, and upon failure of this, has sanctioned by consensus that the TSG may operate.

Minimum membership criteria must be achieved, and maintained to enable the TSG to provide robust technical support. Therefore, the TSG leadership reviews the membership regularly (at least annually) to ensure, as far as possible, that membership remains as per the criteria and is up to date.

The [TSG roster](#) maintained by the RA is the most up to date list of membership. Any distribution of documents, by whatever means, must address all relevant members defined in the roster, but must also be available to the ISO 20022 Workspace stakeholders. The later objective can be achieved by timely posting of material by the TSG secretary or the RA to the relevant folder in the ISO 20022 Workspace.

The TSG leadership is published on the ISO 20022 website by the RA.

5.3 Election of Convenor, Vice Convenor and Secretary

. The election process of the TSG leadership team is to be treated as the SEG election process described in section 4.3.

5.4 Duties of the Convenor, Vice Convenor and Secretary

- Duties of the TSG leadership team are defined in section 4.4.

6 Cross SEG Harmonisation Group (CSH)

6.1 Mission and Scope

The purpose of the CSH is to be responsible for taking business decisions regarding the consistency and harmonisation of business processes, business and message components/elements (for example, Business Level concepts and the traces to the Logical/Message Level Concepts), and potentially data content in terms of codes across financial business areas, contributing to a concise and well-defined glossary of business terms, business data semantic definitions, and structuring of data exchanges. The CSH is also responsible for reviewing new Business Justifications received by the RA and identifying which SEG(s) will need to be involved in the evaluation of a the proposed new set of messages. The CSH is also responsible for assisting the TSG in reviewing any change requested to the Business Application Header (BAH), gauging the impact of introducing new versions of the BAH and the best timing thereof, taking into account the situation of each SEG.

Work items issued to the CSH may be initiated by the RMG, the SEGs, the TSG, and the RA or raised by the CSH itself. The programme of work is subject to prioritisation and agreement by the RMG.

6.2 General Membership

Members of CSH are financial business experts (see 6.3) within their respective business area. The group combines financial business domain and information experts to ensure cross-market harmonisation at the data model and implementation level.

During meetings, and in all other CSH work, the members are expected to have sufficient knowledge and understanding of the most recent developments in ISO 20022. Especially members from SEGs are expected to have a detailed knowledge of the various financial instruments used in the business areas included in the scope of their SEG.

6.3 CSH standing members

Members of the CSH are:

1. The Convenor and Vice Convenor of each SEG and SubSEG.
2. The CSH Convenor and Vice Convenor.

918 3. Up to three additional representatives of the RMG.

919 4. A representative of the RA.

920 In addition to the standing members, the SEGs and the RA may designate one or more
921 alternate(s) from the respective SEG having the right to act as a member in the event a standing
922 member is unable to attend a meeting or represent the financial instrument/business in
923 question.

924 Members and alternates are registered by the RA in a specific CSH community in the ISO
925 20022 Workspace. Observers or specialty experts may be invited by the Convenor to attend
926 meetings.

927 SEG members and their alternates are expected to represent and to have full mandate to make
928 and agree final decisions on behalf of their SEG.

929 **6.4 Convenor, Vice Convenor and administrative support**

930 The Convenor and Vice Convenor are appointed by the RMG. The Convenor or Vice
931 Convenor may not currently be a Convenor or Vice Convenor of one of the ISO 20022 SEGs.

932 The CSH administrative support is through the RMG Secretariat and the RA.

933 The RA duties include maintaining the CSH member list and maintaining the document
934 archive in the ISO 20022 Workspace.

935 The RA will maintain a record of all proposed items for harmonisation and maintain records of
936 the results of the harmonisation during CSH meetings.

937 **6.5 Duties of Convenor and Vice Convenor**

938 The duties of the Convenor include, but are not limited to:

- 939 • Calling and presiding over CSH meetings.
- 940 • Organising efficient operation of the group and assigning duties as necessary to
941 advance the work of the CSH.
- 942 • Acting as initial arbitrator in situations where the CSH is not in consensus.
- 943 • Reporting and communicating the progress of work of the CSH to the RMG.
- 944 • Maintaining the relationship to the SEGs and the RA.
- 945 • Preparing meeting agendas and meeting programs in accordance with the prepared
946 agenda.
- 947 • Retaining membership attendance roster within the meeting reports for each meeting.

948 The Vice Convenor assists the Convenor and takes over any time the Convenor is unavailable.

6.6 CSH working methods

Most communications are through e-mails and conference calls. CSH members will receive the description of the items to be discussed 3 weeks prior to the meeting or conference call.

Members of the CSH are expected to participate in all meetings and conference calls. Quorum will require attendance of the Convenor, the RA and representatives of the SEG(s) concerned with the specific harmonisation issue (meaning having a direct business interest in that issue). If a CSH member or alternate can't attend a meeting or decision-making conference call, they are welcome to e-mail their position with their apology. There is no concept of voting by proxy.

7 Business Model Support Team (BMST)

7.1 Mission and Scope

The Business Model Support Team is a permanent sub-group set up to help the RA to:

- Analyse large submissions into the ISO 20022 Business Model;
- Identify the best way to incorporate the submission into the ISO 20022 Business Model;
- Apply best practices for business modelling.
- Provide iterative support as required.

7.2 General Membership

Members of the Business Model Support Team are business experts / technical architects within their respective organisations. The membership of the group will seek to combine both business domain and technical domain experts.

The members can be nominated by the members of the bodies under the ISO 20022 governance (RMG, (Sub)-SEGs, TSG etc.). Members can change depending on the business area that is being analysed.

7.3 Convenor and administrative support

The RA will provide the Convenor and administrative support for the Business Model Support Team, at least in an initial phase.

The RA duties include maintaining the Business Model Support Team member list and maintaining the document archive in the ISO 20022 Workspace.

7.4 Duties of Convenor

The duties of the Convenor include, but are not limited to:

- 980 • Calling and presiding over Business Model Support Team meetings.
- 981 • Organising efficient operation of the group and assigning duties as necessary to
- 982 advance the work of the Business Model Support Team.
- 983 • Reporting and communicating the progress of work to the RMG.
- 984 • Maintaining the relationship to the SEGs.
- 985 • Preparing meeting agendas and meeting programs in accordance with the prepared
- 986 agenda.
- 987 • Retaining membership attendance roster within the meeting reports for each meeting.

988 **7.5 Business Model Support Team working methods**

989 The Business Model Support Team shall be convened by the RA on an ad-hoc basis when
990 submissions have been received.

991 Three primary working methods:

- 992 • Distributed working using appropriate electronic means, e.g., shared collaboration
- 993 space.
- 994 • Regular scheduled conference calls/WebEx meetings.
- 995 • Physical meetings, if deemed necessary and on an exceptional basis.

996 Ideally, the Submitter of the changes participates in the meetings and defends proposed
997 changes.

998 It is important to note that the RA retains the overall responsibility and ownership of the
999 resulting Business Model. Once the Business Model Support Team finished their work, and if
1000 any of the agreed changes relate to one or more ISO 20022 Business Areas with existing ISO
1001 20022 messages, then the tracing of the existing logical concepts to the updated Business
1002 Model must be revisited. The RA remains responsible for the logical tracing.

1003 The Business Model Support Team will maintain active working relationships with all relevant
1004 SEGs.

1005 **8 Decision Making in SEGs, TSG, CSH and BMST**

1006 SEGs (including SubSEGs and Evaluation Teams), the TSG, CSH and Business Model
1007 Support Team should strive to achieve consensus at all times.

1008 On some particularly difficult business issues, the relevant Convenor or Facilitator may feel
1009 that the only way to stop discussion, or to obtain an idea of the level of consensus, is to take a
1010 poll of opinions. However, it should be clear that this is only an ‘informal indication of
1011 consensus’, and any decision derived thereby should be fully documented as set out below, and
1012 consensus sought on that decision.

1013 Within the CSH, it is the SEG/SubSEG representatives who are required to reach consensus.
1014 The role of the additional RMG and RA members is to provide relevant expertise. The absence

1015 of consensus for the CSH is defined by one of the SEGs expressing sustained opposition to a
1016 solution.

1017 If it is not possible to achieve consensus, the issue will be escalated to the RMG by the SEG,
1018 TSG, CSH or Business Model Support Team Convenor.

1019 The SEG, SubSEG, ET, TSG, CSH or Business Model Support Team must take the following
1020 steps to achieve consensus:

- 1021 • The meeting schedule must be sent out electronically to the full mailing list of the
1022 relevant body, who must have an opportunity to request changes to the schedule, or to
1023 make alternative arrangements;
- 1024 • Before each meeting, the meeting facilitator or the Secretary of the body must clearly
1025 state: the specific content of the meeting, relevant conference call numbers and the
1026 meeting time (with absolute precision in terms of time zones);
- 1027 • If consensus is obtained verbally on a call, it must be recorded in writing (as minutes or
1028 in a comments spreadsheet) and distributed to the full mailing list of the relevant body;
1029 any objections must be recorded in a similar manner;
- 1030 • Written comments must be similarly logged (in minutes, a note, or comments
1031 spreadsheet sent to the full mailing list);
- 1032 • There must be a written disposition of all comments ;
- 1033 • For other decisions, a proposed course of action must be set out and sent to the full
1034 mailing list.

1035 If no further comments are received by a specified timeframe (usually two weeks but possibly
1036 longer during holiday periods) then consensus can be assumed.

1037 If comments are received, attempts should be made to resolve them either by phone call or
1038 using email. At this stage, it is possible to use an informal means (equivalent to a ‘show of
1039 hands’) to gauge consensus. Only if the comments are substantive and sustained will the
1040 body’s convenor take the decision to escalate to the RMG.

1041 Any distribution of documents, by whatever means, must address all relevant members defined
1042 in the relevant roster, but must also be available to the ISO 20022 Workspace stakeholders.
1043 The later objective can be achieved by timely posting of material by the Facilitator, Secretary
1044 or the RA to the relevant folder in the ISO 20022 Workspace (see [ISO 20022 Workspace](#)
1045 document).

1046 **9 Appeal and issue resolution process**

1047 **9.1 General principles**

1048 An "Issue" relates to an objection to process such as timing and performance, while an
1049 "Appeal" relates to a disagreement with a decision taken by the RA, RMG, SEGs, CSH, TSG
1050 or Business Model Support Team.

As a note on recommended practice, the general advice is that, in the first instance, Issues or Appeals should be raised with the registration body to which the Issue or Appeal relates. Only when a resolution at this stage has not been possible shall the next formal step be taken, which is to formally raise the Issue or Appeal to the RA as the first point of contact.

The RMG members, Convenor, Vice Convenor and Secretary, and all levels of participants shall handle the resolution process with the utmost care and treat the process as an opportunity to improve the overall management of and use of the standard and the processes developed within the RMG. It is important that all involved parties are satisfied that any matter whether it be an Issue or Appeal has been managed in a serious and respectful manner and that matters raised are substantiated with appropriate business needs, reasoning and concerns for a solution.

Issues and Appeals inadvertently received directly by any member or convenor shall be forwarded to the RA.

9.2 Introduction of an Appeal or Issue

An Issue or Appeal may be raised by any party (the Author) related to the RMG, its sub-groups, the RA, the TSG, the CSH, the SEGs and the Business Model Support Team. Issues and Appeals shall identify the originator and not be filled on behalf of unnamed third parties. A representative statement of the facts will suffice but all parties must be identified.

The Issue or Appeal shall not be copied by the Author to the entire RMG membership, although informal bi-lateral discussions between members is to be encouraged as a way of helping to informally address matters.

The Issue or Appeal shall be made in writing and sent in the first instance to the [RA](#) via e-mail (using the template in appendix 10).

The Author shall state only facts about their Issue or Appeal; the author shall leave out personal opinions or bias and rather focus on facts and business needs. The Author shall provide a brief summary of the facts and shall include detail about any attempts made to resolve the issue.

The Author shall state how the Author expects the issue would be best addressed and what solution is sought.

The RA shall provide an acknowledgement of the Issue or Appeal with a suggested resolution date and explanation of the process.

9.3 The Issue Resolution Team

The Appeal or Issue shall be submitted to the Issue Resolution Team (IRT). The IRT consists of the RMG leadership and the RMG secretary. Other key experts may be called upon on a case by case basis.

The role of the IRT is to try to resolve the Issue or Appeal, and, if not possible, to facilitate understanding by the RMG on disputed issues, to act as a contact point between the RMG and the affected stakeholder(s) and to assist all parties in reaching a swift and satisfactory resolution.

1089 The IRT shall maintain a schedule of Issues and Appeals, with dates, authors and disposition
1090 records of complaint management.

1091 **9.4 The resolution process**

1092 The RA shall contact the Issue Resolution Team regarding the receipt of the Issue or Appeal,
1093 assessment of its merit, rules for handling, action expected and timeframe for resolution.

1094 The IRT shall set a meeting date for the IRT to consider the facts of the Issue or Appeal. The
1095 RA shall inform all parties involved and set a date and time for each to join the call. The
1096 objective of this IRT meeting is to try to resolve matters.

1097 In the event that an Appeal occurs which challenges the processes of the RMG, SEG, TSG,
1098 Business Model Support Team or other RMG sub-group, consideration must be made by the
1099 IRT of any possible conflicts of interest between the involved parties and any member of the
1100 leadership team of the ISO 20022 registration body in scope of the Appeal and, if necessary,
1101 steps shall be taken by the IRT to recommend the involvement of alternate individuals (such as
1102 vice-convenors, or alternates) to represent the issues, particularly within the IRT processes and
1103 toward resolution of the Appeal.

1104 If the IRT cannot resolve the matters, the IRT shall inform the full RMG of the existence of an
1105 Issue or Appeal. At this stage, only the facts would be presented to the RMG for
1106 communication purposes and to facilitate input to the IRT from members who may wish to
1107 express views on the matter in hand.

1108 The IRT shall organise a new meeting with all parties involved. The objective of this second
1109 meeting is to consider the facts and to discuss how best to resolve matters. The IRT shall then
1110 issue to the RMG for approval electronically (unless timing coincides with a physical meeting)
1111 a draft resolution which provides the necessary reasoning in support of any recommendations.
1112 It is vital that this process delivers to the RMG a clear and concise statement of the issue(s) for
1113 resolution.

1114 If at this stage it becomes clear that the RMG is unable to reach consensus on an agreed
1115 resolution, the IRT shall prepare in whatever way is deemed appropriate for a detailed face to
1116 face discussion on the matter to be tabled as a priority decision item to the agenda of the next
1117 physical RMG meeting. In such cases, the RA shall notify the Author of these additional steps.

1118 It is the responsibility of the RA to communicate the resolution of an Issue or Appeal to the
1119 Author, which should acknowledge receipt of the resolution and notify their acceptance of the
1120 RMG decision or request further action. Decisions made by the RMG may be challenged, and
1121 escalated to ISO TC 68/SC 9.

1122 The timing for the RMG to resolve either Issues or Appeals is 60 and 30 calendar days
1123 respectively, from the time at which the RMG first meets (physically or electronically) to
1124 consider either the Issue or Appeal statement as prepared by the IRT. Additionally, the timing
1125 of the IRT process necessary to attempt to resolve the issue and, in case of failure, to prepare
1126 the statement of the issue(s) for resolution by the RMG will take no more than 30 calendar
1127 days from the point at which a valid Issue or Appeal is received by the RA.

1128

10 Appendix – Issue or Appeal template

FORM for Appeal / Issue management

Author (list or attach list if more than one):

Indicate whether this is to be treated as an Issue or Appeal ☐*:

Facts (attach any detail) :

Brief summary:

Prior Efforts to Resolve:

Resolution Expected:

Follow-up:

☐* *An Issue, relates to an objection to process such as timing and performance, while an Appeal relates to a disagreement **with** a decision taken by the RA, RMG, CSH, SEGs or TSG*

Issue Resolution Team Only

Acknowledgement +Date

Address Appeal or Issue management + Date

Closure of Issue/ Appeal + Date

Confirmation of Closure