

Management consultancy services

This document is a preview generated by EVS

EESTI STANDARDI EESSÕNA

NATIONAL FOREWORD

<p>Käesolev Eesti standard EVS-EN 16114:2011 sisaldab Euroopa standardi EN 16114:2011 ingliskeelset teksti.</p> <p>Standard on kinnitatud Eesti Standardikeskuse 31.10.2011 käskkirjaga ja jõustub sellekohase teate avaldamisel EVS Teatajas.</p> <p>Euroopa standardimisorganisatsioonide poolt rahvuslikele liikmetele Euroopa standardi teksti kättesaadavaks tegemise kuupäev on 28.09.2011.</p> <p>Standard on kättesaadav Eesti standardiorganisatsioonist.</p>	<p>This Estonian standard EVS-EN 16114:2011 consists of the English text of the European standard EN 16114:2011.</p> <p>This standard is ratified with the order of Estonian Centre for Standardisation dated 31.10.2011 and is endorsed with the notification published in the official bulletin of the Estonian national standardisation organisation.</p> <p>Date of Availability of the European standard text 28.09.2011.</p> <p>The standard is available from Estonian standardisation organisation.</p>
--	---

ICS 03.080.20

Standardite reprodutseerimis- ja levitamiseõigus kuulub Eesti Standardikeskusele

Andmete paljundamine, taastekitamine, kopeerimine, salvestamine elektroonilisse süsteemi või edastamine ükskõik millises vormis või millisel teel on keelatud ilma Eesti Standardikeskuse poolt antud kirjaliku loata.

Kui Teil on küsimusi standardite autorikaitse kohta, palun võtke ühendust Eesti Standardikeskusega:
Aru 10 Tallinn 10317 Eesti; www.evs.ee; Telefon: 605 5050; E-post: info@evs.ee

Right to reproduce and distribute belongs to the Estonian Centre for Standardisation

No part of this publication may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying, without permission in writing from Estonian Centre for Standardisation.

If you have any questions about standards copyright, please contact Estonian Centre for Standardisation:
Aru str 10 Tallinn 10317 Estonia; www.evs.ee; Phone: 605 5050; E-mail: info@evs.ee

ICS 03.080.20

English Version

Management consultancy services

Services de conseil en management

Unternehmensberatungsdienstleistungen

This European Standard was approved by CEN on 13 August 2011.

CEN members are bound to comply with the CEN/CENELEC Internal Regulations which stipulate the conditions for giving this European Standard the status of a national standard without any alteration. Up-to-date lists and bibliographical references concerning such national standards may be obtained on application to the CEN-CENELEC Management Centre or to any CEN member.

This European Standard exists in three official versions (English, French, German). A version in any other language made by translation under the responsibility of a CEN member into its own language and notified to the CEN-CENELEC Management Centre has the same status as the official versions.

CEN members are the national standards bodies of Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland and United Kingdom.



EUROPEAN COMMITTEE FOR STANDARDIZATION
COMITÉ EUROPÉEN DE NORMALISATION
EUROPÄISCHES KOMITEE FÜR NORMUNG

Management Centre: Avenue Marnix 17, B-1000 Brussels

Contents

Page

Foreword.....	4
Introduction.....	5
1 Scope.....	6
2 Normative references.....	6
3 Terms and definitions.....	7
4 Principles.....	9
4.1 General.....	9
4.2 Policies.....	10
4.2.1 Regulatory framework.....	10
4.2.2 Communication.....	11
4.2.3 Ethics.....	11
4.2.4 Corporate Social Responsibility.....	11
4.2.5 Capability.....	11
4.2.6 Quality.....	11
4.2.7 Guarantees.....	11
4.2.8 Health and safety.....	11
4.3 Ongoing evaluation and improvement.....	11
5 Offering.....	12
5.1 General.....	12
5.2 Purpose.....	12
5.3 Input.....	12
5.4 Outcome.....	13
5.5 Contents.....	13
5.5.1 General.....	13
5.5.2 Context.....	13
5.5.3 Services and deliverables.....	13
5.5.4 Approach and work plan.....	14
5.5.5 Roles and responsibilities.....	14
5.5.6 Terms and conditions.....	15
6 Execution.....	15
6.1 General.....	15
6.2 Purpose.....	15
6.3 Input.....	15
6.4 Outcome.....	15
6.5 Contents.....	16
6.5.1 General.....	16
6.5.2 Refining the agreed work plan.....	16
6.5.3 Implementing the work plan.....	16
6.5.4 Assignment management and monitoring.....	16
6.5.5 Approvals and acceptance.....	18
7 Closure.....	18
7.1 General.....	18
7.2 Purpose.....	18
7.3 Input.....	18
7.4 Outcome.....	18
7.5 Content.....	19
7.5.1 Legal and contractual matters.....	19
7.5.2 Final evaluation and improvement.....	19

7.5.3	Administrative matters	20
7.5.4	Communication	20
7.5.5	Outstanding minor issues	20
	Annex A (informative) Examples of ethical guidelines for MCSPs	21
	Annex B (informative) Examples of values for MCSPs	22
	Annex C (informative) Examples of content of a corporate social responsibility statement	23
	Annex D (informative) Examples of evaluation criteria	24
	Bibliography	25

This document is a preview generated by EVS

Foreword

This document (EN 16114:2011) has been prepared by Technical Committee CEN/TC 381 "Project Committee - Management consultancy services", the secretariat of which is held by UNI.

This European Standard shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by March 2012, and conflicting national standards shall be withdrawn at the latest by March 2012.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN [and/or CENELEC] shall not be held responsible for identifying any or all such patent rights.

According to the CEN/CENELEC Internal Regulations, the national standards organizations of the following countries are bound to implement this European Standard: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland and the United Kingdom.

Introduction

The Treaty of Lisbon and the issue of the Services Directive 2006/123/EC show that Governments are determined to create a 'borderless' market for services. To support this strategy, CEN is establishing a set of 'service standards'.

Management consultancy services make a substantial contribution to the European economy. To promote and develop a single market for management consultancy services, the industry and its stakeholders have created this service standard.

The aim of this standard is to improve transparency and understanding between clients and management consultancy service providers (hereinafter referred to as MCSPs). This should lead to better results from consultancy projects and reduce barriers to cross-border trade in management consultancy services.

Successful application of the standard should enable MCSPs to provide better value for clients and reduce risk in management consultancy assignments. By improving the quality, professionalism and interoperability of management consultancy, this standard is intended to enhance the effectiveness of the European management consulting industry and accelerate the development of the profession.

This standard is based on good practice from the management consultancy industry in Europe. It includes recommendations to improve the specification, execution, acceptance and closure of management consultancy services, based on research and the experience of a wide range of MCSPs and their clients.

This standard takes the form of an easy-to-understand guidance document, written from the perspective of the service provider. It applies to all MCSPs, whatever their size or specialism, but does not place requirements or obligations on individuals.

Innovation and differentiation are important parts of an MCSP's value proposition. The standard focuses only on the outputs and outcomes; MCSPs are free to use their own methods and approaches.

In summary, the guiding principles of this Standard are that it:

- a) is written as guidance;
- b) does not require certification;
- c) focuses on MCSPs, not on clients;
- d) focuses on MCSPs, not individual internal resources;
- e) is applicable to all MCSPs;
- f) is based on outcomes;
- g) protects innovation and differentiation;
- h) emphasises importance of understanding clients needs;
- i) is easy to understand.

1 Scope

This European Standard gives guidelines for the effective delivery of management consultancy services.

This European Standard is applicable to all MCSPs: public and private companies, government entities, not-for-profit organizations and internal consultancy units, regardless of their ownership, structure, size or specialism.

This European Standard applies to any type of assignment for any type of client. It does not place any obligations on the client.

This European Standard provides recommendations for carrying out management consultancy services, including:

- legal and ethical matters (see Clause 4);
- management, communications and evaluation (see Clause 4);
- client relationships (see Clause 4);
- proposal and agreement (see Clause 5);
- planning and execution (see Clause 6);
- closure of the assignment (see Clause 7).

This European Standard is independent from other normative or regulatory documents, such as:

- provision of support to small businesses (see CEN/TS 99001);
- quality management systems (see EN ISO 9001:2008);
- public procurement (see Public Procurement Directive 2004/18/EC).

This European Standard does not impose upon or interfere with any contractual obligations or intellectual property rights. Also, it does not require or imply a need for third-party certification. It is not intended for certification, regulatory or contractual use, and it is not intended nor designed to be used as the basis for any personal or organizational qualification.

Any offer to certify, or claims to be certified, to this European Standard would be a misrepresentation of the intent and purpose and a misuse of this European Standard. As this European Standard does not contain requirements, any such certification would not be a demonstration of conformity with this European Standard.

It is not intended to provide a basis for legal actions, complaints, defences or other claims in any international, domestic or other proceeding, nor is it intended to be cited as evidence of the evolution of customary international law.

2 Normative references

Not applicable.