

Guidelines for management consultancy services (ISO
20700:2017)

EESTI STANDARDI EESSÕNA

NATIONAL FOREWORD

See Eesti standard EVS-EN ISO 20700:2018 sisaldab Euroopa standardi EN ISO 20700:2018 ingliskeelset teksti.	This Estonian standard EVS-EN ISO 20700:2018 consists of the English text of the European standard EN ISO 20700:2018.
Standard on jõustunud sellekohase teate avaldamisega EVS Teatajas.	This standard has been endorsed with a notification published in the official bulletin of the Estonian Centre for Standardisation.
Euroopa standardimisorganisatsioonid on teinud Euroopa standardi rahvuslikele liikmetele kättesaadavaks 05.09.2018.	Date of Availability of the European standard is 05.09.2018.
Standard on kättesaadav Eesti Standardikeskusest.	The standard is available from the Estonian Centre for Standardisation.

Tagasisidet standardi sisu kohta on võimalik edastada, kasutades EVS-i veebilehel asuvat tagasiside vormi või saates e-kirja meiliaadressile standardiosakond@evs.ee.

ICS 03.100.01

Standardite reprodutseerimise ja levitamise õigus kuulub Eesti Standardikeskusele

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

Kui Teil on küsimusi standardite autorikaitse kohta, võtke palun ühendust Eesti Standardikeskusega:
Koduleht www.evs.ee; telefon 605 5050; e-post info@evs.ee

The right to reproduce and distribute standards 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 a written permission from the Estonian Centre for Standardisation.

If you have any questions about copyright, please contact Estonian Centre for Standardisation:

Homepage www.evs.ee; phone +372 605 5050; e-mail info@evs.ee

English Version

Guidelines for management consultancy services (ISO 20700:2017)

Lignes directrices relatives aux services de conseil en management (ISO 20700:2017)

This European Standard was approved by CEN on 6 May 2018.

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, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and United Kingdom.



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

CEN-CENELEC Management Centre: Rue de la Science 23, B-1040 Brussels

European foreword

The text of ISO 20700:2017 has been prepared by Technical Committee ISO/TMBG "Technical Management Board - groups" of the International Organization for Standardization (ISO) and has been taken over as EN ISO 20700:2018 by Technical Committee CEN/TC 381 "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 2019, and conflicting national standards shall be withdrawn at the latest by March 2019.

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

This document supersedes EN 16114:2011.

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, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

Endorsement notice

The text of ISO 20700:2017 has been approved by CEN as EN ISO 20700:2018 without any modification.

Contents

Page

Foreword	v
Introduction	vi
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Principles	4
4.1 General	4
4.1.1 Scope	4
4.1.2 Typical consulting process	4
4.1.3 Responsibilities	5
4.2 Other standards	5
4.3 Ongoing evaluation and improvement	5
4.4 Policies	6
4.4.1 Regulatory framework	6
4.4.2 Stakeholder engagement and commitment	6
4.4.3 Code of ethical and professional conduct	6
4.4.4 Project governance	7
4.4.5 Capability	7
4.4.6 Communication	8
4.4.7 Data protection and confidentiality	8
4.4.8 Protection of intellectual property	8
4.4.9 Social responsibility	8
4.4.10 Health and safety	8
4.4.11 Risk and quality management	9
4.4.12 Guarantees	9
5 Contracting	9
5.1 General	9
5.2 Purpose	9
5.3 Input	9
5.4 Outcome	10
5.5 Contents	10
5.5.1 General	10
5.5.2 Context	10
5.5.3 Services and deliverables	10
5.5.4 Approach and work plan	11
5.5.5 Roles and responsibilities	11
5.5.6 Acceptance criteria	11
5.5.7 Terms and conditions	12
6 Execution	12
6.1 General	12
6.2 Purpose	12
6.3 Input	12
6.4 Outcome	12
6.5 Contents	13
6.5.1 General	13
6.5.2 Refining the agreed work plan	13
6.5.3 Implementing the work plan	13
6.5.4 Assignment management and monitoring	13
6.5.5 Approvals and acceptance	15
7 Closure	15
7.1 General	15
7.2 Purpose	15

7.3	Input.....	15
7.4	Outcome.....	16
7.5	Contents.....	16
7.5.1	Legal and contractual matters.....	16
7.5.2	Final evaluation and improvement.....	16
7.5.3	Administrative matters.....	17
7.5.4	Communication.....	17
7.5.5	Outstanding minor issues.....	17
Annex A (informative) Supplementary information on ISO standards		18
Annex B (informative) Examples of typical stakeholders.....		19
Annex C (informative) Basic structure of consulting activities.....		20
Annex D (informative) Examples of guidelines for MCSPs for a code of conduct.....		22
Annex E (informative) Examples of guidelines to manage conflicts of interest.....		23
Annex F (informative) Examples of criteria to evaluate capability		25
Annex G (informative) Examples of guidelines for MCSPs for typical risk management.....		27
Annex H (informative) Examples of typical understanding activities “pre-assignment”		28
Bibliography		29

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: www.iso.org/iso/foreword.html.

This document was prepared by Project Committee ISO/PC 280, *Management consultancy*.

Introduction

Management consultants use their know-how to support clients in any sector locally, regionally and globally to deal with important issues such as handling complexity, achieving sustainable organizational growth, innovating, achieving change and enhancing productivity. The management consultancy industry makes a substantial contribution to the world economy.

The aim of this document is to improve transparency and understanding between clients and management consultancy service providers (hereinafter referred to as MCSPs), in order to achieve better results from consultancy projects. Appropriate application of this document enables MCSPs to provide better value for clients and reduce risk in management consultancy assignments. By improving quality, professionalism, ethical behaviour and interoperability of management consultancy, this document is intended to enhance the effectiveness of the management consulting industry and accelerate the development of the profession.

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

This document takes the form of an easy-to-understand guidance document, written from the perspective of management consultancy. It applies to all MCSPs, whatever their size or specialism, including sole proprietors, partnerships, associations, governmental and non-governmental organizations, internal departments of corporations, etc.

Innovation, differentiation and ethical behaviour are important parts of an MCSP's value proposition. This document focuses only on the deliverables and outcomes of management consulting. MCSPs are free to use their own methods and approaches.

This document:

- a) is written as guidance;
- b) is applicable to all MCSPs;
- c) applies to organizations, not their internal resources;
- d) is based on outcomes;
- e) protects innovation and differentiation;
- f) emphasizes the importance of understanding clients' needs;
- g) is easy to understand.

Guidelines for management consultancy services

1 Scope

This document provides guidelines for the effective delivery of management consultancy services.

NOTE Refer to Annex A for supplementary information on ISO standards.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

- ISO Online browsing platform: available at <http://www.iso.org/obp>
- IEC Electropedia: available at <http://www.electropedia.org/>

3.1 agreement

formal binding *outcome* (3.15) (preferably documented in writing) from the *contracting* (3.7) phase

3.2 assignment

service to be provided by the *MCSP* (3.12) to the *client* (3.4) and the *recipient* (3.21) as described in the *agreement* (3.1)

Note 1 to entry: An assignment is typically performed as a *project* (3.18) by the *MCSP* (3.12). Other formats of assignment could be encountered, such as the provision of ongoing support.

3.3 capability

staff, contractors, knowledge, methodology, third parties, technology and other relevant *resources* (3.23) or *processes* (3.17)

3.4 client

organization (3.13) that agrees to the *management consultancy services* (3.11) supplied by the *MCSP* (3.12)

3.5 closure

set of activities between the *MCSP* (3.12), the *client* (3.4) and the *recipient* (3.21) aimed at ending the *assignment* (3.2)

3.6 communication

maintenance between the *MCSP* (3.12) and the *client* (3.4) of clear and systematic flow of information

3.7 contracting

set of activities aimed at reaching an *agreement* (3.1) to provide *MCS* (3.11)