



**SIST**

## **SLOVENSKI STANDARD**

**oSIST prEN 16114:2010**

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**Svetovalne storitve na področju vodenja**

Management consultancy services

Unternehmensberatungsdienstleistungen

Services de conseils en management

**Ta slovenski standard je istoveten z: prEN 16114**

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**Management consultancy services**

Services de conseils en management

Unternehmensberatungsdienstleistungen

This draft European Standard is submitted to CEN members for enquiry. It has been drawn up by the Technical Committee CEN/TC 381.

If this draft becomes a European Standard, 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.

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

**Management Centre: Avenue Marnix 17, B-1000 Brussels**

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## Foreword

This document (prEN 16114:2010) has been prepared by Technical Committee CEN/TC 381 "Project Committee - Management consultancy services", the secretariat of which is held by UNI.

This document is currently submitted to the CEN Enquiry.

## Introduction

The Lisbon Accord and the issue of the Services Directive 2006/123/EC show that heads of Government 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 (MCSPs). This should lead to better results from consultancy projects and reduce barriers to cross-border trade in management consultancy services.

Successful implementation 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 compatibility of management consultancy services, 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, delivery and acceptance of management consultancy services, based on 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. Because the standard is based on outcomes, MCSPs are free to use their own methods and approaches.

In summary, the guiding principles to establish 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, some of which may be requirements;
- 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.

The standard is applicable to all MCSPs: public and private companies, government entities, not-for-profit organizations and internal consultancy units, whatever their ownership, structure, size or specialism.

The standard applies to any type of assignment in any type of client. It may be of value to clients, but does not intend to place any obligations on them.

The standard provides recommendations for management consultancy assignments, including typical issues such as:

- Legal and ethical issues (see clause 4);
- Management, communications and evaluation (see clause 4);
- Client relationships (see clause 4);
- Proposing and agreeing an assignment (see clause 5);
- Planning and execution (see clause 6);
- Closure of the assignment (see clause 7).

The standard is independent from other Standards, such as:

- The provision of support to small businesses (see CEN TS 99001).
- Quality Management Systems (see ISO 9001:2008)
- Public procurement (see Public Procurement Directive 2004/18/CE)

The standard does not seek to impose or interfere with any contractual obligations or intellectual property rights. Also, it does not require or imply a need for third-party certification and it is not intended nor designed to be used as the basis for any personal or organizational qualification

## 2 Normative references

The following referenced documents are indispensable for the application of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO DIS 26000 Guidance on social responsibility

## 3 Terms and definitions

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

NOTE Defined terms are in bold.

### 3.1

#### **agreement**

the basic formal outcome from the **offering** phase, defining the **assignment**, consisting of terms and conditions for the **assignment** including details and **requirements** regarding the content and the purpose of the **assignment**

### 3.2

#### **assignment**

the **service** to be provided by the MCSP to the client as described in the **agreement**

NOTE An **assignment** is typically performed as a **project** by the MCSP

### 3.3

#### **client**

organization or person that is the recipient of the **management consultancy services** supplied by the **management consultancy service provider**

NOTE 1 The **client** could be the buyer and, in smaller organizations, the manager. In larger organizations, the **client** is typically a member of top management, or someone who has the delegated responsibility from top management to carry out a project and also to enter into an **agreement** to assign a MCSP.

NOTE 2 The definition is adapted from the one of "customer" given in ISO 9000, applied to this context

### 3.4

#### **closure**

the last step in the **assignment**

### 3.5

#### **communication**

maintenance of clear and systematic information flow from initiating process until ending process of **management consultancy service**

NOTE In the context as described in 4.1.2 of this standard.

### 3.6

#### **enterprise**

entity engaged in an economic activity, irrespective of its legal form; this includes self-employed persons and family businesses engaged in craft or other activities, and partnerships or associations regularly engaged in an economic activity

[Commission Recommendation C(2003) 1422]

[CEN/TS 99001:2008]

NOTE This includes public sector entities, NGOs, charities, local governments

### 3.7

#### **execution**

performance of the **management consultancy service**

### 3.8

#### **final report**

final document containing a description of the performed activities, and any performed evaluations, conclusions reached and proposed suggestions

### 3.9

#### **governance**

the system by which **enterprises** assignments are directed and controlled.

**NOTE** The corporate assignment governance structure specifies the distribution of rights and responsibilities among different participants in the corporation assignment

**3.10****management**

coordinated activities to direct and control an **organization**

[ISO 9000:2005]

**3.11****management consultancy service (MCS)**

Set of multidisciplinary activities of intellectual work, within the field of management activities, which aim to create value or promote changes, by providing advice or solutions, or by taking actions

**NOTE** In this document, "service" or MCS is used as a synonym for management consultancy service.

**3.12****management consultancy service provider (MCSP)**

the **enterprise** providing **management consultancy services**

**3.13****offering**

the first step, prior to the assignment

**3.14****organization**

group of people and facilities with an arrangement of responsibilities, authorities and relationships

[ISO 9000:2005]

**3.15****process**

set of interrelated or interacting activities which transforms inputs into outputs.

[ISO 9000:2005]

**3.16****project**

unique **process**, consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific **requirements**, including the constraints of time, cost and resources

**NOTE** An individual project can form part of a larger project structure.

[ISO 9000:2005]

**3.17****requirement**

need or expectation that is stated, generally implied or obligatory

[ISO 9000:2005]

**3.18****stakeholder**

individuals and organizations that are actively involved in the **assignment** or whose interest may be affected as a result of execution or completion of the assignment



**prEN 16114:2010 (E)****4 Principles****4.1 General**

In this clause, the common principles for the Management Consultancy Services standard are described.

Note: The contents of policies described in this clause are examples, not requirements.

**4.2 Policies****4.3 Regulatory Framework**

MCSPs should be aware of the relevant laws, policies, rules, regulations, standards and levels of certification that govern their services. To ensure clarity, these should be mutually defined at the beginning of the assignment.

**4.3.1 Communication**

Clear understanding between the client and the MCSP is critical for the success of the assignment. Effective communication maximizes understanding, creates confidence and minimizes risks.

Communication involves maintaining a clear, appropriate and continuous flow of information from the beginning to the end of the consultancy service, including an agreed process for resolving differences.

An effective communication strategy and policy should exist for the duration of the assignment.

**4.4 Ethics****4.4.1 Code of conduct**

A professional code of ethics should be observed in order to guide the professional conduct of MCSPs'. Table 1 provides guidance for the preparation of ethical guidelines for an assignment.

Table 1 — Examples of ethical guidelines

Ethical principle	Guidelines
<b><i>Professional behaviour</i></b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Perform their duties with objectivity, due diligence and professional care, in accordance with professional standards and best practices.</li> <li><input type="checkbox"/> MCSPs are committed to principles like diversity, equality, professional-personal life balance; therefore, no discrimination should be consented to or infringed regarding age, race, sex, religion, nationality, opinion and thought.</li> <li><input type="checkbox"/> Agree to undertake only those activities, which they can reasonably expect to complete satisfactorily.</li> </ul>
<b><i>Serving the interests of client</i></b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Serve in the interest of the client in a lawful and honest manner, while maintaining high standards of conduct and character, and not engage in acts discreditable to the profession.</li> <li><input type="checkbox"/> Maintain objectivity in the relationship with all stakeholders.</li> <li><input type="checkbox"/> Maintain absolute independence.</li> </ul>
<b><i>Transparency</i></b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensuring the scope, timings, cost and deliverables are clear and agreed.</li> <li><input type="checkbox"/> Conflicts of interest are identified and resolved.</li> </ul>

#### 4.4.2 Values

A statement of values should exist in order to guide the professional conduct of MCSPs'. Table 2 provides some examples.

Table 2 — Example of values to be considered

Value	Examples
<b>Efficiency</b>	i.e. optimization of both client and MSCPs' resources
<b>Quality</b>	meaning excellence in the services provided
<b>Stability</b>	via sustainability of the solutions recommended
<b>Security</b>	respect, need to show regard for clients and the other resources involved in management consultancy services (people, natural or environmental)
<b>Confidentiality</b>	meaning protection of any client's intellectual property or information assets
<b>Honesty</b>	being truthful in both communications and conduct
<b>Transparency</b>	achieved through compliance
<b>Responsibility</b>	to take ownership for the decisions, the actions and the consequences as a result
<b>Flexibility</b>	meaning agility, i.e. ability to face changes when required, or to handle conflicts in out-of-court settlement
<b>Continuous improvement</b>	non-stop evaluation of the impact of the service
<b>Respect</b>	create an atmosphere based on human respect, equity and transparency as a prerequisite for well-functioning cooperation and a climate of confidence between client and MCSP
<b>Mutually beneficial</b>	relationships should be based on cooperation and collaboration; more of a partnership than a client/supplier relationship
<b>Performance excellence</b>	working at the highest quality level
<b>Common understanding</b>	the client and the MCSP share information and each recognizes the other's perspectives and values

#### 4.4.3 Social Responsibility

A statement of social responsibility should exist in order to guide the professional conduct of MSCPs'. The following list provides some examples:

- consider the impacts of activities and decisions on society and the environment;
- recognize social responsibility and address identification of stakeholders and their engagement;
- contribute to sustainable development, which meets the needs of the present without compromising the ability of future generations to meet their own needs;
- embrace responsibility for the impact of activities and decisions on stakeholders;
- take actions based on the best interest of society, public safety and the environment;
- commit to create wealth through innovation, leading to the generation of solutions and services that contribute to local and global sustainable development and reduce the impact on the environment, in compliance with applicable laws and continuous improvement of environmental business results.

See ISO 26000.

#### 4.4.4 Capability

MSCPs should only accept those assignments that, based on their background, experience, skills and qualifications, they are able to fulfil in a professional manner in accordance with this Standard of Management Consultancy Services.

If THE MCSP has reason to believe that the goals of the assignment will not be met, the MCSP should, without delay, inform the client of its findings and propose that the agreement be renegotiated.

#### 4.4.5 Quality Assurance

MCSPs should consider preparing a Quality Assurance plan to anticipate, manage and quantify risks and issues.

NOTE Published Quality Assurance standards such as ISO 9000 series may be useful.

#### 4.4.6 Guarantees

MCSPs should negotiate and agree the conditions of any guarantee of the services to be provided.

### 4.5 Ongoing evaluation

The purpose of evaluation is for MCSP and the client to learn and improve from the assignment.

Evaluation should be performed throughout the life of each assignment.

It should be explicit (i.e. recorded), structured (i.e. following an agreed method) and help to ensure those changes are beneficial, determining whether change or improvement has been achieved, and check the approved changes, including when they occur. An effective evaluation allows the client and MCSP to learn so that they can:

- diagnose the causes of non-achievement of project outcomes;
- make recommendations for corrective action;
- implement new processes and methods.

Table 3 provides some examples of evaluation criteria.

Table 3 — Examples of evaluation criteria

<b><i>Value added</i></b>	<ul style="list-style-type: none"> <li>• Evaluation of work performed (snapshot of work progress at a given point in time). Techniques for measuring work performed are selected during project planning and are the basis for performance measurement during project execution and control. The techniques should be selected based on key attributes of the work, primarily <ul style="list-style-type: none"> <li>o the period of the effort</li> <li>o the type of deliverable</li> </ul> </li> </ul>
<b><i>Risk management</i></b>	<ul style="list-style-type: none"> <li>• Tracking identified risks, monitoring residual risks, identifying new risks,</li> <li>• evaluating their effectiveness throughout the project life cycle</li> </ul>
<b><i>Scope verification</i></b>	<ul style="list-style-type: none"> <li>• Formalizing the acceptance of finished deliverables <ul style="list-style-type: none"> <li>o Services delivered on time;</li> <li>o Services delivered to the accepted quality;</li> </ul> </li> </ul>
<b><i>Cost Control</i></b>	<ul style="list-style-type: none"> <li>• Controlling changes to the budget schedule</li> </ul>

The effectiveness of evaluation should be assessed.

An effective evaluation strategy and policy should exist for the duration of the relationship between the client and MCSP.

Even if no evaluation is required by the client, the MCSP should have a process to learn from the work it undertakes.

The MCSP should maintain expertise in evaluation and should have a systematic process for ensuring that the lessons learned from assignments are recorded and shared among the staff.

Evaluation may be required for contractual reasons to determine the fees paid. If this is the case, the MCSP and client should agree the most appropriate method of evaluation.

#### 4.6 Client- MCSP relationship

The structure of the standard is based on the client-MCSP link model. A first analysis of the collaboration model between clients and MCSPs (i.e., demand-supply model) provides an overview of the several steps involved in any consultancy assignment, from the very beginning (Identification of opportunities of project improvements) to its final closure (Verification and validation of the assignment's results to close the project).

See figure 1

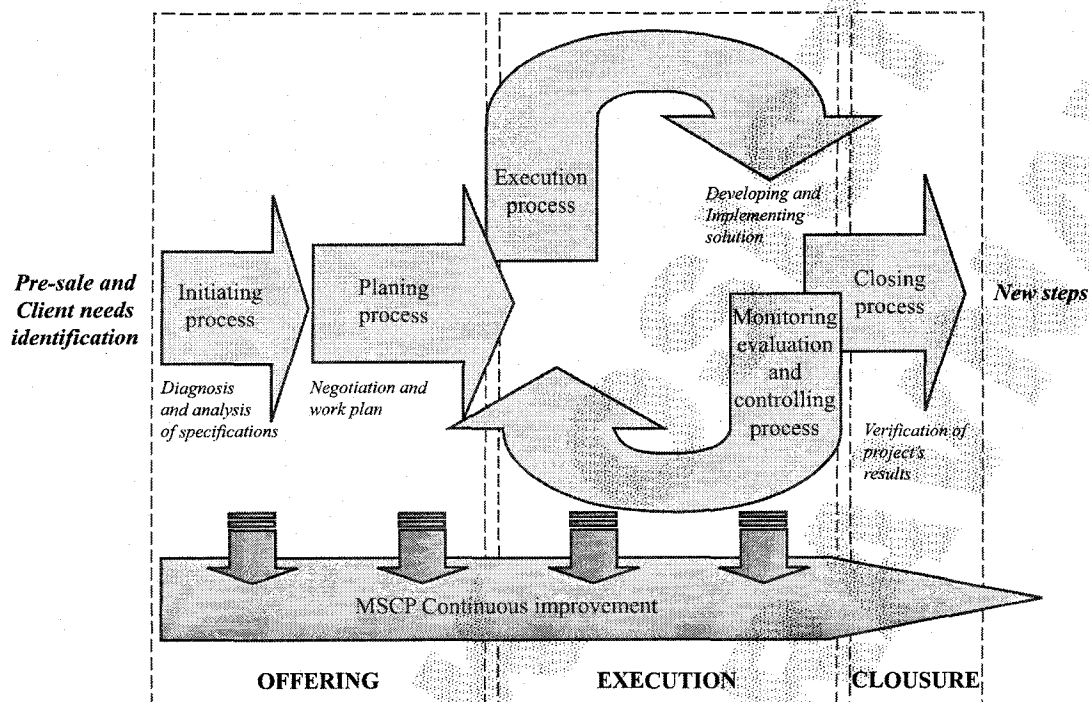


Figure 1 — Consultancy process

In order to facilitate a better understanding and follow-up of the entire process, in the structure of this standard, the activities have been grouped in a more general three-stage sequence.

See figure 2.

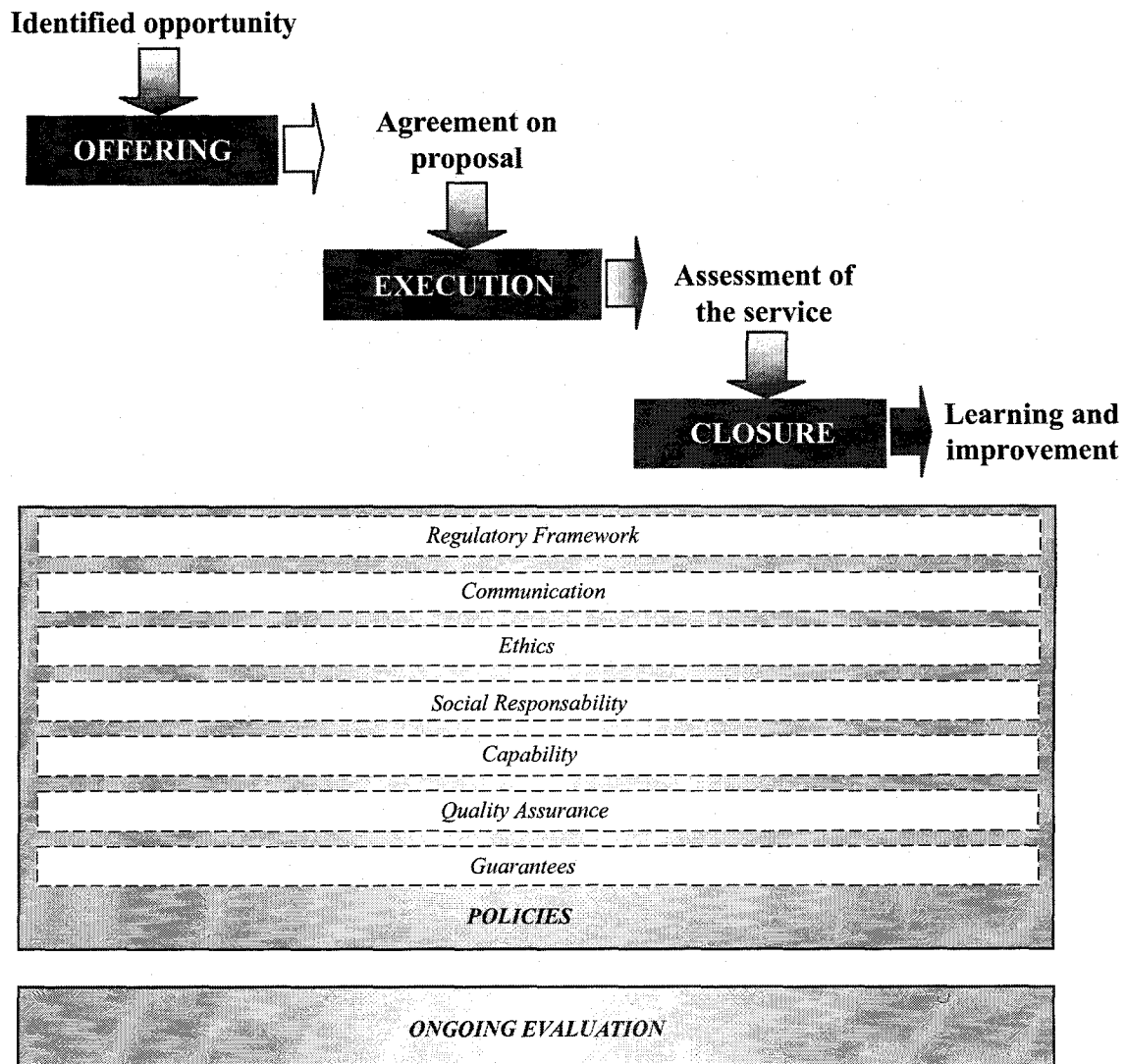


Figure 2 — Assignment steps

- **Offering Phase:** Before submitting a management consultancy service offer to a client, the MCSP should ensure the client is informed about the items expected and it is a proposal for an **agreement**. This defines responsibilities in both directions (client / MCSP), clearly identifies the scope of the assignment and includes procedures to modify these if necessary. A transparent proposal facilitates commitment, simplifies the relationship and minimizes the risks involved in the project.
- **Execution:** Once there is an agreement, both parties (MCSP and client) accept and commit to begin working together, to perform the management consultancy service in accordance with the models, approaches and / or standard methodologies proposed (using principles of fairness and reciprocity in rights and obligations and working under the principle of Win-Win). This facilitates the **assessment of the services**.

- Closure: Finishing and settling the engagement, including the resolution of any open items. Obtain feedback and evaluate the effect of the management consultancy assignment to achieve **Learning and improvement** for all the assignment's stakeholders.

Clauses 5, 6 and 7 of this standard detail, more deeply, each of these stages

## 5 Offering

### 5.1 General

There are several activities that take place before the execution of a consultancy assignment, including:

Pre-sale and client needs identification, to be performed by the client, by the MCSP or by both of them jointly;

- 1) Supplier selection, to be performed by the client, taking into account the technical/economic proposals submitted by the MCSP(s);
- 2) Specifications definition, to be performed by either of the participants (client/consultant/both). Offering includes analysis and conceptualization of the problem to solve, approach to services to be asked for and budget for these activities;
- 3) Negotiation and agreement, to be performed by both, client and MCSP.

This clause relates **only** to activities 3 and 4, by providing a structure for the contents of an agreement. In this standard the word "**Offering**" is used to describe these parts of the process.

### 5.2 Purpose

The purpose of the offering phase is to reach a formal agreement between the MCSP and the client on the services to be provided.

### 5.3 Inputs

There are many inputs to the offering phase, including the perceived needs, the expectations and desire of the client and the potential constraints and risks involved in the assignment.

### 5.4 Outcomes

A legally binding formal agreement between the MCSP and the client specifying the services to be provided and establishing rights and obligations for each of the parties.

**NOTE** Depending on the context, the formal agreement may refer to a request for proposal, which includes a set of requirements and specifications defining products and services to deliver during the assignment, as well as evaluation criteria the client will use.

### 5.5 Contents

#### 5.5.1 General

The components of offering should include:

- Context;
- Deliverables;



**prEN 16114:2010 (E)**

- Approach and work plan;
- Roles and responsibilities;
- Terms and conditions.

The following are typical contents that may be needed and included in a formal agreement between a MCSP and a client. However if it is obvious to both parties that some of these contents are inappropriate, they should be excluded. The description of a specific item can be made by the MCSP or the client, if it is agreed by the other party.

**5.5.2 Context**

The context consists of background information, assumptions, scope, constraints, risks and stakeholders.

**a) Background information, assumptions and scope**

This section should contain relevant facts, for example an accurate description of the organization's current situation, the reasons for the need of the work to be done, the assumptions and their impact, and the scope of the assignment. It is important to ensure that the client understands the need to share all relevant and significant information.

**b) Constraints and risks**

This section should specify the constraints and risks associated with the assignment, to the extent they are known and identified. These risks should be monitored during the Execution phase.

**c) Stakeholders**

This section should specify which stakeholders are considered.

**5.5.3 Deliverables**

The agreement should contain a description of the desired goals at the conclusion of the consulting activity. The goals should be stated in the form of specific, measurable and achievable, relevant and time-bound targets against which the actual end results of the assignment can be evaluated.

This section should describe what services the MCSP will deliver to achieve the overall goals.

**5.5.4 Approach and work plan**

This section should describe a work plan for the operational planning of the service to be implemented in accordance with the approved agreement. The following elements may be used as a checklist and be described in the work plan:

- a) objectives, scope,
- b) change management,
- c) contents,
- d) documentations,
- e) data, information and technological resources,
- f) MCSP's human resources,

- g) client's human resources,
- h) times, costs, compensations,
- i) management methods (including acceptance stages, notification of delays, decision process, stages for assignment delivery),
- j) communications,
- k) teaming;
- l) escalation procedures (in case of significant deviations from the agreement);
- m) quality programme;
- n) corporate values
- o) outcomes.

### **5.5.5 Roles and responsibilities**

#### **5.5.5.1 General**

This section should define the roles, responsibilities and specification of all the resources (included client personnel, data and documentation) involved in the assignment.

#### **5.5.5.2 Assignment monitoring and control**

This section should specify the decision-making as well as the direction and control processes for the assignment and should be linked to the client's corporate governance system

#### **5.5.5.3 Evaluation of the assignment**

This section should define specifics related to how the evaluation will be carried out, for example measurable milestones, how overall goals should be evaluated and to whom interim and final evaluation results should be reported.

### **5.5.6 Terms and conditions**

#### **5.5.6.1 Commercial terms**

This section should, in addition to fees and charges, include information on terms and conditions relevant to billing, for example: schedule, payment periods, etc.

#### **5.5.6.2 Contracting standard terms and conditions**

This section should specify any information pertinent to relevant legal and regulatory requirements such as owner of material produced, user rights, licensing, intellectual property rights, liability limits, etc. This may also include reference to applicable professional standards. For cross-border and international services this should also include the governing law.

#### **5.5.6.3 Policies**

This section should define any specific requirements, responsibilities and activities relating to specific policies applicable for the assignment such as ethics, communication, confidentiality, safety, evaluation, guarantees, etc.

**prEN 16114:2010 (E)****6 Execution****6.1 General**

Execution is performance of the services agreed in the offering stage.

Beyond the delivery of the agreed services and the performance of the assignment, the ultimate aim of the execution phase is to satisfy the client.

**6.2 Purpose**

The purpose of this stage is to deliver what was agreed in the offering stage.

**6.3 Input**

Execution starts when there is a formal agreement on the assignment. New operating environment and changes in context for the client could result in a revised agreement.

**6.4 Outcomes**

The outcomes should be:

- Required assignment deliverables as agreed;
- Monitoring reports, as agreed;
- Reassessment of the situation, if any;
- Recommendations and approach for the future, if any;
- Ongoing evaluation results.

**6.5 Content****6.5.1 General**

The components of the execution stage should include:

- Refining the existing work plan;
- Implementing the work plan;
- Assignment management and monitoring;
- Approvals and acceptance.

**6.5.2 Refining the existing work plan**

The work plan developed in the offering stage should be reviewed continuously in accordance with new accurate information received. It is important to ensure that the client is involved and approves any changes.

**6.5.3 Implementing the work plan**

The assignment should be carried out in accordance with the mutually agreed work plan.

There is no single method of implementation, however a typical assignment is likely to consist of following steps:

- Information gathering;
- Analysis;
- Scenarios and/or recommendations;
- Decisions taken;
- Implementation of decisions;
- Preparation for acceptance and closure.

#### **6.5.4 Assignment management and monitoring**

##### **6.5.4.1 General**

Planning and continuous coordination between client and MCSP are essential to the success of the service.

In order for the assignment to be delivered successfully, several areas of activity should be addressed, including:

- Governance,
- Management methodology,
- Resources management,
- Monitoring of progress,
- Risk management,
- Quality assurance,
- Communication and reporting

##### **6.5.4.2 Governance**

The MCSP should put best efforts to provide relevant information related to the assignment.

Final decisions about the assignment should be made by the client.

Governance arrangements should respect the terms of the agreement that regulates the relationship between client and the MCSP, and should be capable of dealing with the consequences of any breach.

##### **6.5.4.3 Management methodology**

If a specific project management methodology has been agreed, then it should be followed throughout the assignment.

MCSP should ensure that its people are suitably trained and qualified to manage and carry out the assignment.

The responsibility for assignment management needs to be agreed between the client and the MCSP.

**prEN 16114:2010 (E)****6.5.4.4 Resource management**

All the resources involved in the assignment should be made available and managed in accordance with the agreement between MCSP and client.

**6.5.4.5 Monitoring of progress**

The progress of the assignment against the work plan should be monitored and recorded formally, using appropriate analysis and monitoring methods.

There should be a formal system or process to deal with deviations from the work plan, and for any changes needed.

**6.5.4.6 Risk management**

Both the commercial and the assignment-related risks should be continually assessed and mitigated, as far as possible.

Risk management should identify, analyze, assess and prioritize the potential risks, coordinating and applying the required resources to minimize, monitor, and control the probability and impact of unforeseen events.

**6.5.4.7 Quality Assurance**

Client and MCSP should follow a mutually defined quality assurance plan, to ensure that the service is delivered.

**6.5.4.8 Communications and reporting**

The principles of communication agreed in the offering stage should be followed throughout the assignment, and should include regular reporting of progress and risks.

**6.5.5 Approvals and acceptance**

There should be a mutually defined process to approve and accept all services delivered during the assignment. The commercial implications of acceptance or rejection should be dealt with in accordance with agreement.

**7 Closure****7.1 General**

The assignment is completed when client approves and accepts that the agreed service has been delivered.

The MCSP should not consider the assignment closed until the final closure procedures have been completed. These may include:

- Legal and contractual matters
- Final client evaluation
- Continuous improvement in the MCSP
- Practical and administrative matters
- Communication

- Outstanding minor issues

## 7.2 Purpose

The purpose of the closure phase is to achieve an orderly end to the assignment, after the completion of the delivery of the service.

## 7.3 Inputs

The closure process starts when a decision is taken that the assignment is complete, normally requiring that the agreed service has been delivered.

**NOTE** An assignment may be terminated before the originally agreed service has been delivered. In this case, the closure process may need to take place based on a revised agreement.

## 7.4 Outcomes

The closure process results in a number of outcomes, including:

- The release of formal obligations to client for execution of the agreed service;
- A shared understanding of continuing obligations between all the stakeholders, particularly the MCSP and the client (e.g. guarantees, confidentiality, outstanding issues, etc.);
- Lessons learned for the MCSP;
- Financial settlement of invoices, expenses, etc.

## 7.5 Content

### 7.5.1 Legal and contractual matters

The MCSP should have effective processes to ensure that all legal and contractual matters are dealt with in a timely and efficient manner, in accordance with the agreement reached in the 'offering' stage. These processes include:

- Invoicing and payment
- Reconciliation of consultant expenses
- Formal sign-off and acceptance
- Release of resources (including subcontractors)
- Warranties and guarantees
- 3rd party confidentiality
- Intellectual property rights
- Obligations that remain after closure (e.g. legal, confidentiality, non-competition, outstanding issues, ...)

**prEN 16114:2010 (E)****7.5.2 Final client evaluation**

Even if no evaluation is included in the agreement, the MCSP should have a process to learn from the work it undertakes, so that it can capture knowledge from the project to use for improvement.

This evaluation should be explicit (i.e. recorded) and structured (i.e. following a mutually defined method).

Evaluation may be required for contractual reasons to determine the fees paid. If this is the case, the MCSP and client should agree the most appropriate method of evaluation.

Typical metrics are likely to include:

- Innovation (development of new services);
- Process effectiveness;
- Process improvements;
- Team performance;
- Utilization;
- Climate & motivation;
- Sales leads/references;
- Client satisfaction.

The MCSP should maintain expertise in evaluation and should have a systematic process for ensuring that strengths and opportunities for improvement are recorded and shared among the staff.

**7.5.3 Continuous improvement in the MCSP**

MCSPs should have processes to evaluate, capture, record and disseminate internally the good practices identified during assignments.

The scope of continuous improvement in the MCSP could include:

- Knowledge management;
- Knowledge database;
- Technology improvements;
- Case studies;
- Training and briefing;
- Communication.

**7.5.4 Practical and administrative matters**

The MCSP should have effective processes to ensure that all practical and administrative matters are dealt with in a timely and efficient manner. These processes may include:

- Indexing, filing, archiving;

- Backing-up data and records;
- Return of client property, equipment and facilities (e.g. files, records, data, security passes, ...);
- Release/recruitment of subcontractors and internal resources;
- Completion of internal Quality Assurance procedures.

#### **7.5.5 Communication**

The MCSP should ensure that any obligations regarding communication about the assignment are fulfilled (for example; confidentiality agreements, preparation of case studies, articles, requests for references, etc.).

#### **7.5.6 Outstanding minor issues**

The MCSP should have a process, mutually defined with the client, for dealing with any outstanding minor issues after the completion of the assignment, so that closure can be achieved.