

# Flexible standards development process

## Principles and operational aspects

Approved at the February 2021 BT meetings - BT 007/2021 & D167/006 (in yellow the main novelties)

### 1. Introduction

The 'Flexible standards development process' is a new process for standards development where the Technical Committees are made fully responsible for the *timely and effective* delivery of standards by enabling them to autonomously plan and organise their work within a specified maximum timeframe.

The planning by TCs is de facto made by allocating the necessary amount of time to the 2 process stages that are devoted to TC work:

- I. Stage for the *Drafting of prEN* - from the NWI approval to the submission to enquiry
- II. Stage for the *Handling of comments after enquiry and for the drafting of FprEN* (if any) - from the end of the enquiry to either the dispatch of FprEN or the delivery to editing, if the FV is skipped.

The concept of *flexibility* refers to the fact that the duration of the 2 above stages becomes *flexible* (currently is fixed to 34 weeks, each stage) and will be decided - per each work item - by the Technical Committee according to its needs. It implies in return a full commitment by the TC to its actual timely implementation.

This concept does not apply to the other process stages, the durations of which remain fixed as provided in the current process.

The main benefit is a *stronger ownership* of the development process by the TC that may result in:

- TC improvement of the *timely* delivery of standards - key issue in particular for the standards requested by the EC;
- Reduction of risk of automatic cancellation of Work items due to late delivery.

### 2. Basics

#### 2.1. Scope

The flexible standards development process (hereinafter 'flexible process') is applicable to:

- any homegrown CEN and CENELEC work, including CEN-CLC/JTCs
- CEN work items under VA with CEN lead.

The process covers also the mandated work but the deadlines for mandated work should be adapted and calculated based on the deadlines specified in in the relevant SReq.

## **2.2. Principles for planning**

- The maximum total time for the two process stages mentioned above is 68 weeks as for the previous process. Whereas this is the default total time, the TC is free to agree on a shorter total time.
- Target dates are the latest dates for completing an action; it is very much welcome to proceed faster than the planned target dates.
- During planning TCs should take into account the time needed for technical work (e.g. consider comments, prepare drafts) but also for administrative tasks, such as processing, reviewing and distributing the voting results and submitting drafts together with the necessary documentation to CCMC. A sound time to perform these tasks shall be reflected in the planning. Even in case of an adoption of an existing standard, time will be needed to finalize the draft and to submit it to CCMC.
- The development time starts with the adoption of a NWI or activation of a PWI and ends with making the European Standard available. Therefore, PWI phase and NWI ballot are not counted for the development time. The PWI stage is dedicated to preparatory work and should not be used to do the drafting work.
- To be noted that in CEN the responsible CEN/TC decides on the target dates via delegated decision as part of the NWIP decision. In CENELEC the responsible CLC/TC proposes the partition and BT approves it while deciding about the approval of the NWIP; once approved by CLC/BT, the dates are encoded by CCMC in the database.
- For CEN-CLC/JTCs, there is no delegated decision for the approval of NWI: it requires approval by both Technical Boards. Therefore, the CEN-CLC/JTC proposes the partition by using the NWI form of the lead organization of that WI and taking the decision via either CIV or CIB, depending on the organization holding the secretariat, i.e. respectively, a CENELEC or CEN Member, or at the meeting, provided the decision is announced with full documentation in due time before the meeting. Then, CEN and CLC BTs approve the partition while deciding about the approval of the NWIP. Once approved by BTs, the dates are encoded by CCMC in the database.
- The initial planning. i.e. the allocation of time to the relevant stages, may be changed once (see 5.1).

## **3. Project Management approach: planning, implementing, monitoring and taking measures**

The introduction of the Flexible standards development process implies a different approach from the technical bodies' officers and experts that should be oriented towards a better project management.

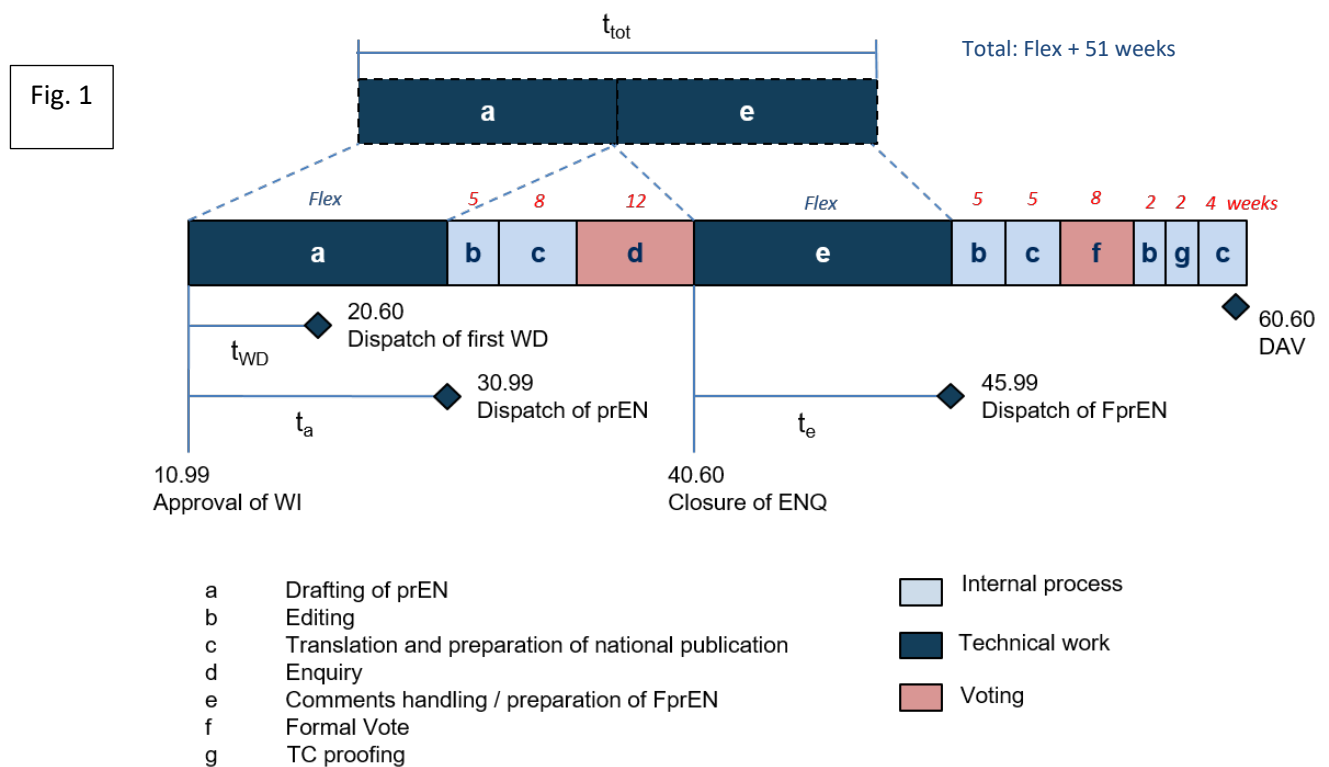
During the planning, they need to ensure that the TC and the responsible WG have at disposal the necessary resources and expertise to meet the pre-defined objectives, to which they have committed. Elements to be carefully taken into account are the scope, time, quality together with possible risks and project disturbances.

The TC will have to continuously monitor the progress of the project in order to ensure that the planning is respected and all target dates are met.

The TC has at disposal a dashboard (on Projex-Online) with all the key dates for each project to help the TC to follow the progress. The dashboard reports the dates of the initial planning, the actual realization dates and the dates of the adjusted planning, where relevant.

It is evident that in case of successful enquiry and related indication to skip the FV, the project will go to publication and the provisions concerning the stage (e) will not apply.

#### 4. The Planning process



**Note:** BTs recently decided to

- include a 5-week translation period prior to Formal Vote for all drafts submitted to CCMC for preparation for FV as of 1 July 2020 (previously, for draft ENs not candidate to be harmonized, translation before FV was optional) - Decision BT 025/2020 & D165/007 of 19 May 2020.
- extend to 5 weeks the editing time (b) before FV to 5 weeks (previously, it was 2 weeks) - Decision BT 040/2020 & D166/001 of 30 September 2020.

#### 4.1. Definitions and criteria

The following definitions and criteria apply (time is expressed in calendar weeks):

##### Stages

- **Stage (a):** Drafting of prEN (up to enquiry); it starts with the adoption of the NWI or activation of the PWI - 10.99 - and ends with the dispatch of the enquiry draft -30.99
- **Stage (e):** Handling of comments after enquiry/drafting of FprEN; it starts with the closure of the enquiry – 40.60 - and ends with the dispatch of the FprEN - 45.99

##### Timeframes

- **t<sub>WD</sub>** : planned time for the dispatch of 1st working draft – 20.60
- **t<sub>a</sub>** : planned time for stage (a)
- **t<sub>e</sub>** : planned time for stage (e)
- **t<sub>tot</sub>** : Total time for TC work
  - $t_{tot} \leq 68 \text{ w}$  (i.e. the original  $t_a + t_e = 34 \text{ w} + 34 \text{ w} \approx 16 \text{ months}$ )
- **t<sub>ext</sub>** : Extension with only one tolerance
  - $t_{ext} = 39 \text{ w}$  (i.e. the original 9-months tolerance expressed in weeks)
- **t<sub>tot, ext</sub>** : Total time for TC work including the extension
  - $t_{tot, ext} \leq 107 \text{ w}$  (i.e.  $t_{tot} + t_{ext} = 68 \text{ w} + 39 \text{ w} \approx 25 \text{ months}$ )

**Note:** the number of weeks for *internal processes (editing and translation) and voting (enquiry and FV)* is 51 weeks ( $\approx 11,7 \text{ months}$ ).

#### 4.2. Planning: flexibly allocate time under stage (a) and (e)

**When:** At the time of preparing the New Work Item form for approval, the CEN/CENELEC Technical Body Officers have to plan how much time, out of the total time available for the TC work (maximum 68 weeks), the relevant Technical Committee may need to finalise **stage (a)** and **stage (e)**.

**What:** This allocation of the time will be actually done by indicating the following 3 target dates, which are present in both CEN and CENELEC NWI forms:

1. Target date for the Dispatch of 1st Working Draft
2. Target date for the Dispatch of Enquiry Draft – key date for fixing the end of stage (a)
3. Target date for the Dispatch of FV Draft - key date for fixing the end of stage (e)

For CENELEC WIs **and WIs of CEN-CLC/JTCs**, TBOs are requested to include in the NWIP (in addition to the targets dates) the corresponding duration, expressed in number of weeks, of stage (a) and (e) (see Appendix D). The indication of the duration of the single stages in weeks will help CCMC to encode correctly the data in the database and ensure that TC has not time penalties in case work are delayed because of reasons not depending on TC work (e.g. CLC/BT approval of the NWIP fails and more time is needed for a green light).

**How:** When planning the time to be allocated under stages a) and e), the following limits and conditions shall be taken into account:

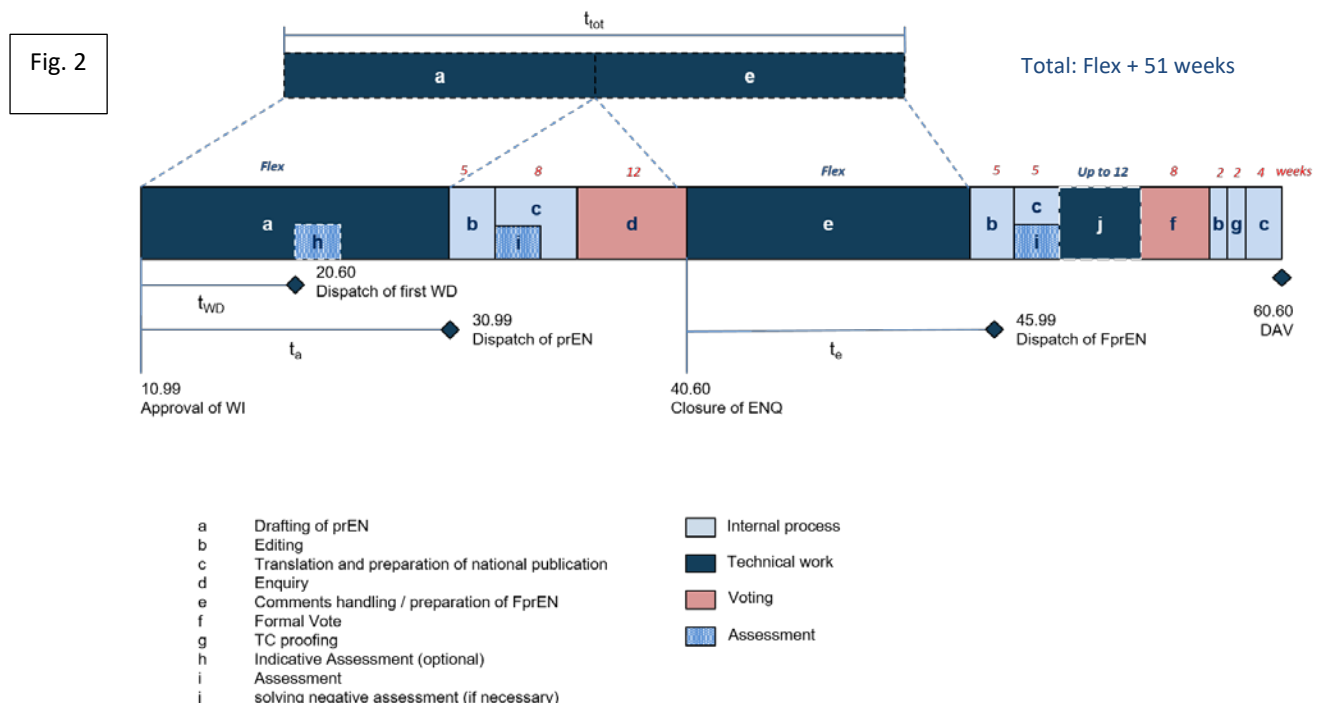
- $t_{a,min} = 1 w$   
Minimum time for processing the draft, sharing information within the TC and submitting to enquiry
- $t_{e,min} = 6 w$   
Minimum time for analyzing the result of the enquiry, handling comments, sharing information within the TC and have a TC decision for skipping the formal vote or submitting the draft to formal vote.
- $t_{a,max} = 62 w$  (i.e.  $t_{tot} - t_{e,min} \leq 68 w - 6 w$ )

Once CEN/CENELEC Technical Body Officers have planned  $t_a$  - ranging from 1 to 62 weeks - the time for dispatching the Enquiry Draft, the times for planning  $t_e$  and  $t_{WD}$  are by default calculated according to the following criteria:

- $t_e \leq t_{tot} - t_a \leq 68 - t_a$
- $t_{WD} = \frac{1}{2} t_a$

See some examples in the Appendix A.

### 4.3. The process for Mandated work



**Note:** BTs recently decided to extend to 5 weeks the editing time (b) before FV (previously, it was 2 weeks) - Decision BT 040/2020 & D166/001 of 30 September 2020.

The *planning* process by TCs for mandated work, i.e. for the development of European standards requested by the European Commission in support of EU legislation (mainly harmonised standards), does not differ formally from the one of all European standards but there are aspects that need special attention by the TC officers. These projects often require the assessment by HAS consultants at different stages.

When planning the development of such standards, the TC shall keep in mind all aspects related to the assessment process, such as the (timely) submission of the draft and the treatment of the outcome of the assessment.

The Technical Committee shall ensure that all relevant documentation is available when requesting the assessment, in particular, at enquiry if the aim is to skip the FV, and at FV, in order to increase the likelihood of a positive assessment.

In case of negative assessment before FV (lack of compliance or partial compliance), a new stage for TC work becomes necessary - the stage (j) in the figure 2 above – to let the TC solve the HAS consultants' remarks.

Therefore, this possible (j) additional stage shall not be planned in advance by the TC - the 3 target dates in Par. 4.2 do not consider it – but be part of the overall reasoning and awareness before planning.

#### **4.3.1. Meeting the deadlines set in the Standardization requests**

A crucial aspect for the CEN/CENELEC Technical Body Officers when planning the TC work is to adapt it to the deadlines of the several standards to be developed and/or revised as established by the European Commission in the standardization request.

In some cases, these deadlines exceed the 36 months, which is the maximum time under the flexible process, even including the 9-months tolerance (see Par. '*Timeframes*').

The following suggestions are given:

- When a longer deadline is given by the EC because of the need of deep pre-normative research, the TC will start working under Preliminary Work Item and activate it only when the pre-normative research is finished and on time to meet the deadlines in the SReq. The activation of the PWI, 10.99, constitutes the start of TC work (and its planning) under the Flexible process;
- When a longer deadline is given by the EC as a result of a prioritization of numerous standards to be developed/revised (e.g., the draft SReq on Explosives contains a long list of standards to be revised with different deadlines: 36/48/60 months), the TC will plan the development/revision of those standards accordingly by, for instance, planning the start of the several NWIs in different moments, with different dates.

## 5. Monitoring and review of the planning

### 5.1. Possible tracks

At any time before the initially planned target date for the submission of the draft to Enquiry (30.99), the TC leadership in cooperation with the relevant WG convenor have at disposal the following options for changing the planning:

- a) To change the planning by using the 'one change' option. It does not require a formal TC decision but an agreement between TC leadership and the WG Convenor; the TB will be informed on the change. Same applies for CEN-CLC JTCs.
- b) To ask for a tolerance. It requires a TC decision in CEN and only a TC secretary request in CENELEC, as current practice. For JTCs a decision is required that shall be taken via either CIV or CIB depending on the organization holding the secretariat, i.e. respectively, a CENELEC or CEN Member.

It is recommended to choose an option a few weeks after the dispatch of the first working draft to the TC (stage code 20.60) - since the possible comments received on the 1<sup>st</sup> WD may give an indication on the acceptability of the draft, thus increasing the possibility to have a successful Enquiry and skipping the FV - and in due time (e.g. 4 weeks) before the planned date for 30.99 to ensure a proper project management.

### 5.2. Delivering before the planned dates

Independently of the planning, it is always possible to deliver drafts before the planned dates. Dispatching in advance the draft for enquiry results in an earlier start of the next steps, i.e. editing, translation, launch of the enquiry and stage (e).

Completing in advance stage (a) does not automatically imply a change to the planned date for dispatching the final draft (stage code 45.99): it will de facto extend  $t_e$  by the time saved before enquiry under stage (a).

However, a TC can deliver the draft for Final Vote in advance of the planned date thus shortening the overall development time. The planned target date for submission to FV should be seen as an ultimate deadline.

All drafts delivered in advance should be dealt by CCMC editing department on a First In First Out (FIFO) basis.

However, there might be cases where the TC leadership in cooperation with WG convenor requests CCMC to circulate the draft on the planned dates despite delivering in advance, (e.g. series or bundles of standards for assuring coherence). No TC decision is required, but the request shall be expressed in the transmission notice.

### 5.3. Delays

If due to internal processes (e.g. editing or translation) the launch of the Enquiry is delayed, the planned date for dispatching the formal vote shall be postponed appropriately. In that case, the duration of stage (e)  $t_e$  shall remain unchanged.

In cases of overdue work items submitted to enquiry up to 4 weeks later,  $t_e$  will be reduced by the delayed time used.

Work items with a delay of more than 4 weeks at enquiry and formal vote stage will be deleted, unless a request for 39-week (9-month) tolerance has been submitted to CCMC.

## 6. Supporting IT tools

The IT tools need to support technical body officers in the planning and monitoring of the process (some examples in Appendix B and C).

To this purpose, improvements have been brought to:

- Projex-Online to reflect the planning and its adjustments based on the actual implemented dates, thus facilitating continuous monitoring of TBOs;
- Projex-Online Working Area to help CEN TBOs plan target dates more easily and to implement the 'one-change' option.

### 6.1. Recommended alerts

In order to help the CEN/CENELEC Technical Body Officers to monitor the planned dates to ensure their fulfilment, the following alerts should be implemented in Projex:

- Dispatch of 1<sup>st</sup> Working Draft:  
Alert in Projex 8 weeks in advance of planned date
- Dispatch of Enquiry draft:  
Alert in Projex 12 weeks in advance of planned date
- Dispatch of FprEN:  
Alert in Projex 12 weeks in advance of planned date.



### Examples of planning

- Case 1

New WI is activated on 1 August 2019.

TC decides on a total time of **68 weeks** and to complete stage (a) within **52 weeks**:

- $t_a$  (planned time for stage (a)) is **52 weeks** - i.e. the target date for dispatching the Enquiry Draft is 2020-07-30;
- $t_{WD}$ , being the half of  $t_a$ , is **26 weeks** - i.e. the target date for dispatching the first WD is 30 January 2020
- $t_e$  is planned in **16 weeks** (to remind that the total time  $t_a + t_e$  should be  $\leq 68$ ) – the target date for the dispatch of Formal Vote Draft is calculated from the date of the end of the enquiry, i.e. 2021-05-13.

- Case 2

New WI is activated on 1 August 2019.

TC decides on a total time of **35 weeks** and to complete stage (a) within **16 weeks**:

- $t_a$  (planned time for stage (a)) is **16 weeks** - i.e. the target date for dispatching the Enquiry Draft is 2019-11-21;
- $t_{WD}$ , being the half of  $t_a$ , is **8 weeks** - i.e. the target date for dispatching the first WD is 26 -09-2019
- $t_e$  is planned in **19 weeks** – the target date for the dispatch of Formal Vote Draft is calculated from the date of the end of the enquiry. The end of enquiry is on 14-5-2020 (i.e. 25 weeks from the end of stage (a)) and the dispatch for FV is on 24-09-2020.

### Example of a functionality to help planning under (CEN) Working Area

17. Please provide the target dates for the below key stages

Stage Code	Stage	Target date	
10.99	Decision on WI Proposal	2020-03-04	
			+ 18 weeks
20.60	Circulation of 1st WD	2020-07-08	
			+ 18 weeks
30.99	Dispatch ENQ draft to CMC	2020-11-11 	
			+ 13 weeks
40.20	Submission to Enquiry	2021-02-10	
			+ 12 weeks
40.60	Closure of Enquiry	2021-05-05	
			+ 29 weeks
45.99	Dispatch FV draft to CMC	2021-11-24 	
			+ 8 weeks
50.20	Submission to Formal Vote	2022-01-19	
			+ 8 weeks
50.60	Closure of Formal Vote	2022-03-16	
			+ 4 weeks
60.55	DOR/Ratification	2022-04-13	
			+ 4 weeks
60.60	DAV/Definitive text available	2022-05-11	

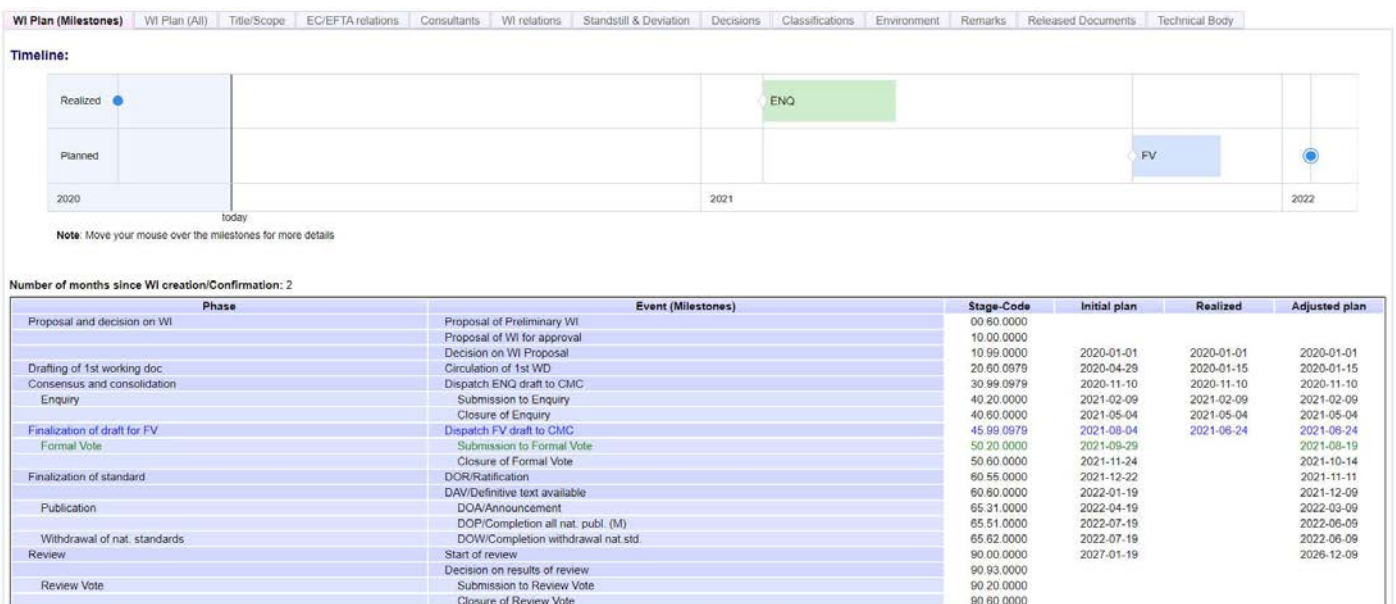
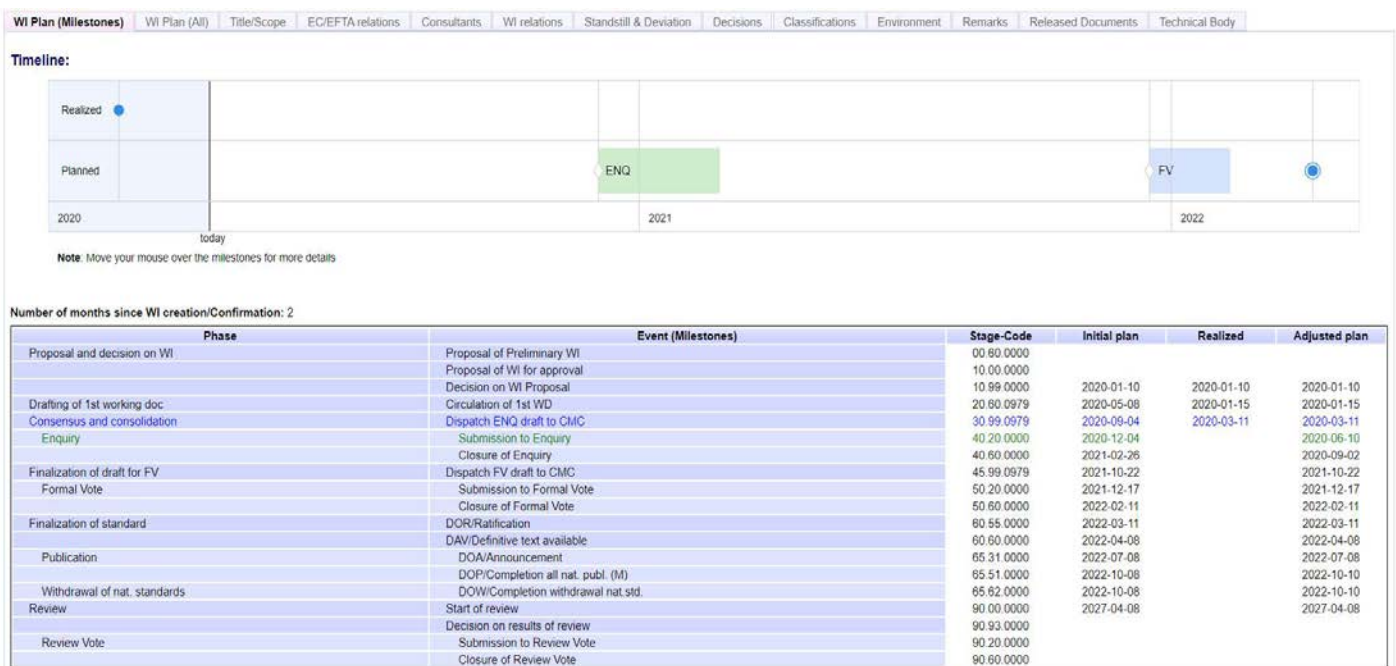
Three easy steps:

1. The TC secretary insert the starting date of the NWI (activation) in the first field above 'Project start date' and click on 'calculate target dates'. All dates will be automatically completed with the theoretical durations of the several stages (for stage (a) and (e) 34 weeks are given).
2. According to procedure as in Par. 4.2, the TC Secretary will be able to allocate the planned times by editing field 30.99 on the dispatch of draft for enquiry, that corresponds to the end of stage (a) and field 45.99 on the dispatch of FprEN, that is the end of stage (e). In the example above stage (a) became 36 weeks long and (e) 29 weeks.
3. The table will then recalculate all dates of final planning to be transferred to Midas and Projex-Online.


## Example of new functionalities to help monitoring under Projex-Online

The TC will have always the opportunity to monitor the progress of its work against the planned dates:

- The column 'Initial plan' corresponds to what the TC has planned in the NWIP. For CEN, it will result from the planned dates inserted in the working area – see Appendix B.
- 'Realized' are the actual realization/implementation dates of the milestones. If these differs from those in the 'Initial plan' (see Par.5.2 'Delivering before the planned dates' and 5.3 'Delays'), the plan will be adjusted as in the last column.



**Note:** the column 'Initial plan' has replaced the column '3 year timeframe' as in the previous version of Projex-Online; same for the column 'Adjusted plan' that has replaced the column formerly known as 'Confirmed plan' (see figure below).

Before April 1 2020	Phase	Event (Milestones)	Stage-Code	Realized	Confirmed	3-year timeframe	MIDAS equivalent
				<i>Realised</i>	<i>Operational plan</i>	<i>BT plan</i>	
							
After April 1 2020	Phase	Event (Milestones)	Stage-Code	Initial plan	Realized	Adjusted plan	MIDAS equivalent
				<i>BT plan</i>	<i>Realised</i>	<i>Operational plan</i>	

## Appendix D

### How to add the number of weeks in the CENELEC NWIP and for WIs of CEN-CLC/JTCs

For CENELEC WIs and WIs of CEN-CLC/JTCs, TBOs are requested to include in the NWIP (in addition to the targets dates) the corresponding duration, expressed in number of weeks, of stage (a) and (e). The indication of the duration of the single stages in weeks will help CCMC to encode correctly the data in the database and ensure that TC has not time penalties in case work are delayed because of reasons not depending on TC work (e.g. CLC/BT approval of the NWIP fails and more time is needed for a green light).

#### Correct:

PROJECT MANAGEMENT					
Proposed target dates					
1 <sup>st</sup> WD (20.60)	1 WD_TARGET <b>2021-01-30</b> <b>10.99+ 4 weeks</b>	ENQ (30.99)	ENQ_TARGET <b>2021-02-28</b> <b>10.99+ 8 weeks</b>	FV (45.99) (EN/HD ONLY)	FV_TARGET <b>2021-11-28</b> <b>40.60 + 14 weeks</b>

YES!

and

PROJECT MANAGEMENT					
Proposed target dates					
1 <sup>st</sup> WD (20.60)	<b>10.99+ 4 weeks</b>	ENQ (30.99)	<b>10.99+ 8 weeks</b>	FV (45.99) (EN/HD ONLY)	<b>40.60 + 14 weeks</b>

YES!

**Note:** the duration for the submission of 1stWD (20.60) is **always half time** of the duration of the submission to Enquiry (30.99) (see page 5 of the attached document:  $t_{WDa} = \frac{1}{2} t$ ). Therefore, once defined the number of weeks for 30.99, the number of weeks for 20.60 is by default obtained (to divide 30.99 by half).

#### Incorrect

PROJECT MANAGEMENT					
Proposed target dates					
1 <sup>st</sup> WD (20.60)	<b>2021-01-30</b>	ENQ (30.99)	<b>2021-02-28</b>	FV (45.99) (EN/HD ONLY)	<b>2021-11-28</b>

NO!

**Attention:** the duration expressed in number of weeks of the 3 stages is missing!