

## Flexible standards development process

### Principles and operational aspects

Approved by BT on 2019-10-07 – BT 037/2019 & D163/030

## 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 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 and
- CEN work items under VA with CEN lead.

In principle, the process covers also the mandated work but the deadlines for mandated work should be adapted and calculated based on the deadlines specified 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 current 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 the publication of the European Standard. Therefore, PWI phase and NWI ballot are not counted for the development time. The PWI stage is dedicated to preparatory work and should be not 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.
- 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.

CCMC will provide the TC with a dashboard with all the key dates for each project to help the TC to follow the progress. The dashboard will report 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

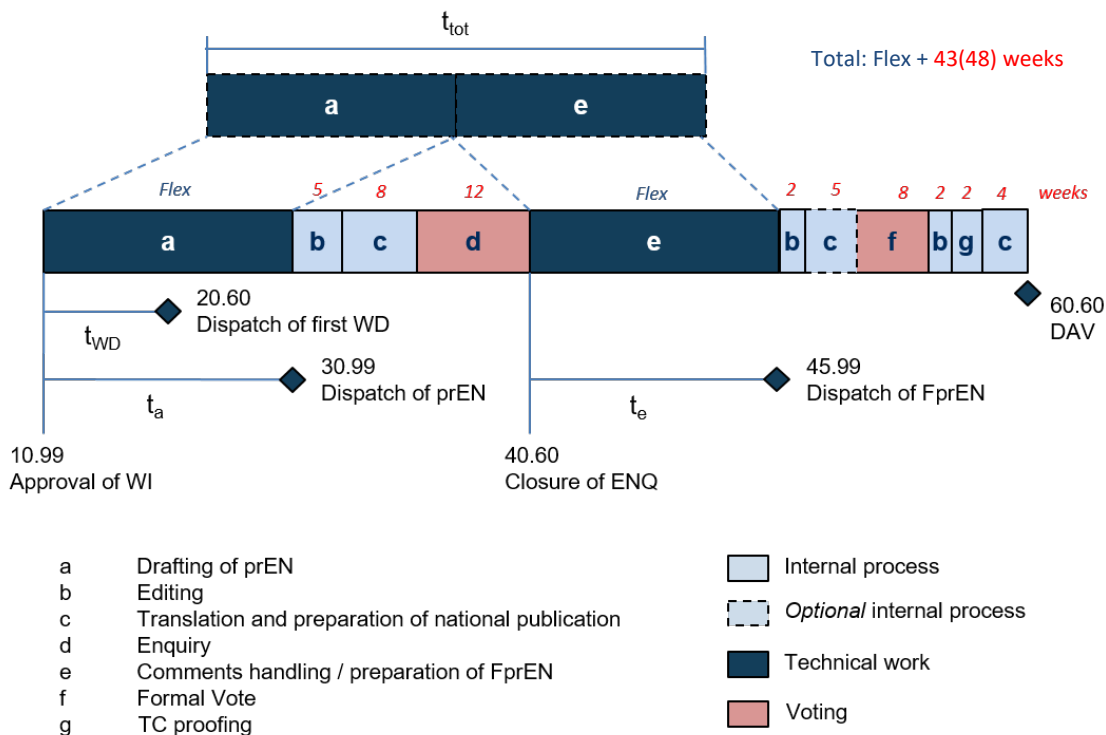


Fig. 1

### 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

- $t_{WD}$  : planned time for Dispatching of 1st working draft – 20.60
- $t_a$  : planned time for stage (a)
- $t_e$  : planned time for stage (e)
- $t_{tot}$  : Total time for TC work
  - $t_{tot} \leq 68 \text{ w}$  (i.e. the original  $t_a + t_e = 34 \text{ w} + 34 \text{ w} \approx 16 \text{ months}$ )
- $t_{ext}$  : Extension with only one tolerance
  - $t_{ext} = 39 \text{ w}$  (i.e. the original 9-months tolerance expressed in weeks)
- $t_{tot, ext}$  : 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 process and voting* is 48 weeks ( $\approx 11 \text{ months}$ ). For not harmonised ENs, if the 5-weeks translation period before FV is not requested, then the number of weeks is reduced to 43 ( $\approx 10 \text{ months}$ ).

### **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 Formal Vote Draft - key date for fixing the end of stage (e)

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

- $t_{a, min} = 1 \text{ w}$   
Minimum time for processing the draft, sharing information within the TC and submitting to enquiry
- $t_{e, min} = 6 \text{ w}$   
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.
- $t_{a, max} = 62 \text{ w}$  (i.e.  $t_{tot} - t_{e, min} \leq 68 \text{ w} - 6 \text{ w}$ )

Once CEN/CENELEC Technical Body Officers have planned  $t_a$  - ranging from 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

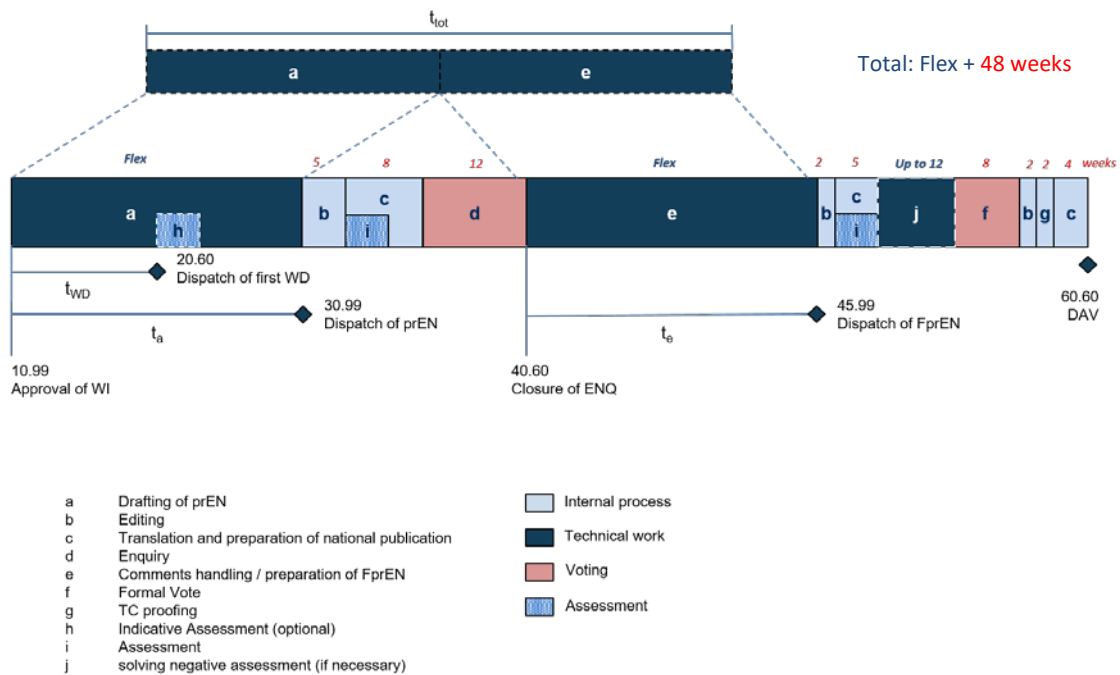


Fig. 2

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 long deadline is given by the EC because of the need of a deep pre-normative research (e.g., 67 months for the development of a standards within the scope of M/561 on ozone precursors), 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 long 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 least 4 weeks after dispatching the first working draft to the TC (stage code 20.60), TC leadership in cooperation with the relevant WG convenor shall decide on one of the following options, in view of the comments received on the first working draft:

- Keep the original planning;
- Change the planning by using the 'one change' option. One change may be agreed by the TC.
- Ask for a tolerance. One tolerance of 39 weeks may be agreed by the TC and can be asked at any time in the process, but not before four weeks after the dispatch of the first working draft.

## 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 decide to 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 four weeks later,  $t_e$  will be reduced by the delayed time used.

Work items with a delay of more than four weeks at enquiry and formal vote stage will be deleted. If not already taken, the 9-months tolerance can be requested within the four weeks and applied.

## 6. Requested 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).

The tool shall provide diagrams including the planned dates, and the actual progress of the project. The tool shall be able to automatically adapt to changes on the project planning and tolerances, and to recalculate dates when internal processes have introduced unexpected delays.

It would be desirable to have a view of the whole work programme of the technical body to have the possibility of planning stages of several projects in parallel (e.g. by a Gantt Diagram).

### **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 September 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 (PROVISIONAL)

Project start date :

Stage code	Stage	Target date
10.99	Decision on WI proposal	<input type="text" value="2019-08-07"/> +17 weeks
20.60	Circulation of 1st working draft	<input type="text" value="2019-12-04"/> +17 weeks
30.99	Dispatch enquiry draft to CCMC	<input type="text" value="2020-04-01"/> <input type="button" value="Edit"/> <<< +13 weeks
40.20	Submission to enquiry	<input type="text" value="2020-07-01"/> +12 weeks
40.60	Closure of enquiry	<input type="text" value="2020-09-23"/> +34 weeks
45.99	Dispatch final vote draft to CCMC	<input type="text" value="2021-05-19"/> <input type="button" value="Edit"/> +7 weeks
50.20	Submission to formal vote	<input type="text" value="2021-07-14"/> +8 weeks
50.60	Closure of formal vote	<input type="text" value="2021-09-08"/> +4 weeks
60.55	Ratification	<input type="text" value="2021-10-06"/> +4 weeks
60.60	Definitive text available	<input type="text" value="2021-11-03"/>

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) 38 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).
3. The table will then recalculate all dates of final planning to be transferred to Midas&ProjexOnline.

### Example of new functionalities to help monitoring under Projex online (PROVISIONAL)

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 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.

