CEN
GUIDE
15

Guidance document for the development of service standards

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Foreword

This document (CEN Guide 15:2012) has been prepared by CEN/BT WG 163 "Standardization in the field of services".

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This document has been drafted in accordance with the rules given in the CEN-CENELEC Internal Regulations, Part 3 [1].

Introduction

Standardisation is increasingly being used to support the development of the market for services. The role of standardisation in the creation of an Internal Market for services in Europe has been recognised by the Directive on Services [2]. The Directive encourages the development of European standards in order to improve compatibility between services, information to the recipient and quality of service provision.

This Guide provides support and guidance to all socio-economic actors and not only standardisation professionals, of any service sector or subsector, whether B2B (2.3), B2G (2.5), B2C (2.4) or G2P (2.10), whether sector specific or generic, in the process of drafting a standard or revising an existing one, about a certain activity, irrespectively of the reasons to do so or in the pre-normative stage (preparation of the proposal).

The methodology provided facilitates the identification of potential contents to be included in a service standard (2.14). In addition, it considers essential aspects such as structure, interface with management system (2.12) standards and legislation, or measuring customer (2.8) satisfaction.

A bibliography lists useful documents giving guidance on horizontal aspects and rules that apply to the process of standardisation.

Searching for service standards, both in the ISO and CEN systems, many documents in the field of services will appear that are not service standards but other containing information such as terminology, training, maintenance, application of management systems to the service activity or other of interest and value for the sector but that do not describe service provision. This Guide is conceived to support the development or revision of standards describing the service provision or parts of it, in the first place without detriment of other uses, if of help.

In developing this Guide, ISO/IEC Guide 76 [3] has been thoroughly considered and its background knowledge integrated as much as possible.

1 Scope

This Guide [see 3.6, e)] provides a methodology for developing generic or sector specific standards in the field of services, taking into account the needs and requirements of stakeholders, including consumers (2.7).

This Guide is designed to support all those interested in or involved with developing standards in the area of services, whether public or private sector, business to business (2.3), business to government (2.5), business to consumer (2.4) or government to the public (2.10), irrespective of their activity sector or sub-sector.

This Guide helps identify in a systematic way topics that each service sector may like to consider for their inclusion in the standard and also helps organise such information.

This Guide also clarifies the interface of service standards with management systems (2.12) or legal requirements and tackles other relevant aspects.

2 Terms and definitions

2.1
A-deviation
national deviation from an EN (and HD (2.11) for CENELEC) due to regulations the alteration of which is for the time being outside the competence of the CEN/CENELEC national member

Note 1 to entry: Where standards fall under EU Directives, it is the view of the Commission of the European Communities (OJ No C 59, 1982-03-09) that the effect of the decision of the Court of Justice in Case 815/79 Cremonini/Vrankovich (European Court Reports 1980, p. 3583) is that compliance with A-deviations is no longer mandatory and that the free movement of products complying with such a standard should not be restricted within the EU except under the safeguard procedure provided for in the relevant Directive.

2.2
B-deviation
national deviation from an HD (2.11) due to particular technical requirements, permitted for a specific transitional period

2.3
business to business
B2B
provided between organisations and not to the final consumer (2.7)

2.4
business to consumer
B2C
provided by an organisation to the final recipient

2.5
business to government
B2G
provided by an organisation to a government

2.6
consecutive customers
persons and/or entities related by the fact that one of them hires the service and the other is the final recipient of the service or part of the service

Note 1 to entry: Examples of consecutive customers (2.8) are a company contracting training for its employees; a parent buying a plane ticket for his/her son; an intermediary contracting a banquet for his/her customer.

2.7
consumer
individual member of the general public purchasing or using goods, property or services, for personal, family or household purposes

Note 1 to entry: Adapted from the ISO/IEC Statement on Consumer participation in standardisation work [4].

2.8
customer
organisation or person that receives a service

EXAMPLE   Consumer (2.7), client, end-user, retailer, beneficiary and purchaser.

Note 1 to entry: Adapted from EN ISO 9000:2005, 3.5.

2.9
generic management system
management system (2.12) of horizontal application, valid for several sectors of activity

2.10
government to the public
G2P
provided by government to its citizens or to companies, either directly (through the public sector) or by funding private provision of services

2.11
harmonisation document
HD
CENELEC standard that carries with it the obligation to be implemented at national level, at least by public announcement of the HD number and title and by withdrawal of any conflicting national standard

2.12
management system
MS
system (set of interrelated or interacting elements) to establish policy and objetives and to achieve those objectives

[SOURCE: EN ISO 9000:2005]

2.13
service provider
SP
private or public enterprise, structure or organisation which provides services

Note 1 to entry: Adapted from CEN/TS 99001:2009, 2.6.

2.14
service standard
standard that specifies requirements to be fulfilled by a service, to establish its fitness for purpose

[EN 45020:1998]

Note 1 to entry: Service standards can include both specific requirements on the service (measurable) and organisation procedures in place for repeated or continuous application to ensure that the service level is reached.

Note 2 to entry: A service standard can describe requirements for the service or part of it, and it can establish service levels or categories

2.15
special national condition
national characteristic or practice that cannot be changed even over a long period, e.g. climatic conditions, electrical earthing conditions

Note 1 to entry: If it affects harmonisation, it forms part of the EN (and HD (2.11) for CENELEC).

3   Pre-normative phase

3.1   General

This clause includes a series of items worthy of consideration by those involved with developing standards in the area of services, in the course of analysing the feasibility of new standardisation proposals, drafting TC Business Plans or preparing new standardisation proposals. Such an exercise will help to define without ambiguity the subject under consideration, the environment in which it operates, the purpose of the document being drafted and many items for inclusion in the document itself. A clear starting point will help avoid taking steps backwards in the work of the technical body.

3.2   Elements of any service

In order to draft the scope [see 4.1, d)] of the standard it is helpful to answer the following questions:

a)   WHAT does the actual service consist of?

This is the core of the service provision and, from the customer's (2.8) point of view, this is the reason for contracting the service. It is also the reason for all other predetermined actions.

b)   WHO is the service provider (2.13)?

The entity providing the service, the figure committed to comply with the service level of the standard and the one to offer guarantees of compliance and be held liable in case of non compliance.

c)   WHOM is the service addressed to?

The customer, person, group of people or entity receiving the service whose needs and expectations the service intends to answer.

d)   WHERE is the service provided?

The place, physical or virtual, in which service provision takes place.

e)   WHEN is the service provided?

The moment or period of time when service provision is carried out.

f)   HOW is the service provided?

The way in which the service is provided, the methodology, sequence or process.

3.3   Reasons to undertake standardisation

This subclause refers to the various motivations a service sector can have for drafting a standard or, in other words, the results aimed for with the publication of the standard. Undertaking standardisation should always be the response to a specific market demand, either from an industry, from the customers (2.8), from the administration or other agents.

Should this approach be reflected in the standard itself, the appropriate clause would be the "Introduction", since it has an informative nature.

Potential reasons for a service sector to undertake standardisation activities could be:

— To comply with customer requirements or even be ahead of them;

— To attend to new demands of customers and market trends;

— To differentiate from other offers, by demonstrating good practice / best practice;

— To prevent unfair competition;

— To increase market credibility;

— To provide an opportunity for certification;

— To organise activities in a sector lacking specific regulations;

— To address the lack of specific qualifications of professionals in a given sector;

— To respond to government initiatives or requests;

— To support policies and legislation in place;

— Other.

3.4 External influences

These are influences present in the environment where service providers (2.13) operate. These influences have an influence both on the service providers and on their relations with customers (2.8). Primary external influences should be considered when developing a service standard (2.14) although they are not the object of the service standard itself and in fact are not susceptible to standardisation. However, some service requirements or recommendations may derive from their consideration.

a) Society

Society will inevitably exert a certain pressure on the design of services as well as on any other economic activity. This pressure will vary from country to country depending on how much legislation is enacted, the social awareness or the maturity of the population. Environmental protection, social responsibility and equal opportunities between women and men are illustrative examples of modern and evolving society concerns.

b) Legislation and technical specifications

Legislation as well as technical specifications, codes of practice, professional codes and similar will influence the provider's decision from conception through to delivery and have a bearing on customer expectation.

An important principle should be born in mind: a standard should never include requirements or statements that contradict applicable legislation of the same or higher level, e.g. requirements concerning the health and safety of those providing the service (see also 7.2.3).

For more information on the interface of service standards with legal requirements see Clause 5.

c) Competition

A similar offer to that supplied by the service provider, or even a different one (substitutive services), can attract customers and prevent them from hiring or using the services supplied by the service provider.

Competition will certainly have an influence on the customer's decision-making and probably on complaining behaviour.

d) Technology

Access to existing technology or the emergence of new technology can have a significant influence on the quality of service provision and in some instances can be the sole reason for service provision.

Technology can be standardised but, in principle, this is not the purpose of service standards (2.14). Service standards can refer to the required technology that shall/should be available for a specified level of service provision. Reference can be made to existing standards describing products, technological languages or other.

The technology can be required to support service provision without the customer even noticing its existence (e.g. a swimming pool heater) or it may be needed for direct customer use (e.g. a virtual interface). In both cases, technology failure can be a reason for great customer dissatisfaction and the reason for a formal complaint.

Technological requirements in service standards should be expressed in terms of technical specifications avoiding reference to any specific equipment or commercial brand, for example, as an indication of required calories per hour. The service provider will choose from the equipment available in the market the one which bests suits the activity, while meeting the requirements of the standard.. Technology under patent rights should also be avoided in standards, though there are specific rules in cases where it can be the chosen solution. [1, Annex F Patent rights].

Two other items that influence the way in which the service provider designs the service and can influence its provision are reward and perceived customer needs.

3.5 Service lifecycle thinking

This Guide includes in Annex A a service lifecycle (SLC) model which describes in a schematic fashion the likely phases for any service provision (provider cycle) and service experience (customer cycle). Service standard (2.14) developers are invited to draft the lifecycle for the specific sector under consideration as a means of identifying potential contents for the standard (see 4.2).

The model shall be interpreted in a flexible way, taking into account that:

⎯ not all services go necessarily through all phases and sub-phases (e.g., public services do not necessarily require the customer (2.8) agreement);

⎯ the beginning and termination of each phase is not previously defined, and can vary from one service to another (e.g. payment can take place in advance or after service has been completed);

⎯ there is certainly no previous obligation or commitment of any kind to establish requirements for all phases and sub-phases;

⎯ service can be provided in the form of a single event (e.g. parcel delivery) or as a continuous provision (e.g. telephone line), it can be composed of just one single core service (e.g. buying an ice cream) or several (e.g. accommodation) and can also include levels or options (e.g. business class); this model does not intend to constrain any of these possibilities.

Not all the elements of the service life cycle are suitable for standardisation. The standard should only include requirements or recommendations the responsibility for which lies with the agent claiming compliance against the standard, and not with third parties outside his/her control, even though these might be interested parties. The standard should nonetheless incorporate, as far as possible, the needs or demands of those other interested parties so the result is broadly acceptable to the market.

3.6 Type of deliverable

It is very important to choose the correct type of CEN deliverable to be developed depending on the purpose of the document, but also:

⎯ The level at which the deliverable will be developed: national, European or international;

⎯ Whether the deliverable will be developed in parallel with ISO (Vienna Agreement) and if so, which organisation will lead the work.

Types of CEN deliverables are:

a) European Standard: The EN is the appropriate deliverable where there is a need for national implementation and withdrawal of conflicting national standards. The rigour in the development of the EN makes it the ideal deliverable to support European legislative needs, or where the standardisation need is focused on protecting health and safety or as support to certification.

b) Technical Specification: The TS provides an 'appropriate' consensus/transparency solution to a market need where there is no immediate need for national implementation and withdrawal of conflicting national standards. Serves as normative document in areas where the actual state of the art is not yet sufficiently stable for a European Standard.

c) Technical Report: A TR is an informative document. It may include, for example, data obtained from a survey or data on the "state-of-the-art" in relation to a particular subject. for information and transfer of knowledge.

d) CEN Workshop Agreement: A CWA is a technical agreement developed in an open structure. It aims to bring about consensual agreements based on the deliberations of open Workshops with unrestricted direct representation of interested parties.

e) Guides: Document giving information about standardisation principles and policies and guidance to standards writers.

See in reference [5] the main steps in the development of CEN deliverables.

Reference [6] is a friendly introduction to the basics in standardisation work.

4 Potential content of a service standard

4.1 Default clauses of any standard

CEN Rules establish provisions for the structure and drafting of CEN deliverables [1].

Standards typically include the following clauses:

a) Title: It indicates, without ambiguity, the subject matter of the document in such a way as to distinguish it from that of other documents, without going into unnecessary detail.

b) Foreword: It includes information on the organisation (e.g. ISO, CEN) responsible for the document) a description of who has prepared the standard and the status of the standard (e.g. a status as a national standard).

c) Introduction (optional): This is the clause to give specific information or commentary about the technical content of the document, and about the reasons prompting its preparation.

d) Scope: It defines without ambiguity the subject of the document and the aspects covered, thereby indicating the limits of applicability of the document or particular parts of it. In defining the scope consider the following possible points for analysis:

   1) Identify the objective service or services or part of the service and schematically draw it as a process

   2) Use answers to the questions on elements identified in 3.2.

3) Define who the stakeholders are.

4) Identify your intended customer (2.8) (see 4.2.2 which covers including possible consecutive customers (2.6)). Indicate, if any, types or groups of customers to whom the service is not addressed, to avoid any possible confusion of application and record that in the scope, if relevant.

5) Indicate, if any, services which are excluded from the scope, taking account of potential misuse or unintended use of the service.

e) Normative references (only if necessary): It gives a list of the referenced documents cited in the standard in such a way as to make them indispensable for the application of the standard. The list is limited to the minimum needed. Every normative reference shall be clearly referred to in the text of the standard in a normative way.

f) Terms and definitions (only if necessary): It gives definitions necessary for the understanding of certain terms used in the document. For the development of this clause terms and definitions given in law or other standards should be used as much as possible, instead of developing new unnecessary ones. A useful link is the ISO Concept Data Base [7].

g) The main clauses of the standard will depend on the type of service being covered but may be expected to include elements from the life cycle provided in Annex A and developed in 4.2.

h) Annexes (optional): these can be Normative or Informative. Normative annexes give provisions additional to those in the body of the document. Informative annexes give additional information intended to assist the understanding or use of the standard.

i) Bibliography (optional): references consulted for the development of the document, to which no normative reference is made in the text, can be listed here.

4.2 Possible specific contents

4.2.1 Service provider – Who

As the entity undertaking a number of predetermined actions for particular recipients, the service provider (2.13) (SP) is the ultimately responsible for the service provided. No matter whether other intermediaries have participated in the process, the service provider is responsible in the case of non compliance with the contract terms or committed service level.

In the event of the service provision being totally or partially outsourced, the service standard (2.14) can incorporate statements with regard to the responsibility of compliance with the service requirements and monitoring of the outsourced organisation.

Think of the real actions and commitments the service provider assumes directly related to good service provision and avoid overloading the SP with general management issues not relevant to the service. Consider, however, if any of these might be a specific demand of the customer (2.6) or may help as a differentiator in the market.

ISO 10001 [8] contains guidance on codes of conduct for organisations. Such codes can decrease the likelihood of problems arising and can eliminate causes of complaints and disputes which can decrease customer satisfaction.

4.2.2 Identification of customer – Whom

It is very important that the profile of the customer to whom the standard is addressed is clearly identified by the technical body and specified in the scope if appropriate.

The customer can be an individual or a group, a person or an organisation with legal entity. There could be consecutive customers with the provider's objective being to satisfy all of them. It is necessary to know who will evaluate the service, who will be asked about his/her degree of satisfaction and who can bring any

influence to bear on the decision to repurchase. In brief, both the customer (person hiring the service) and the final recipient of the service should be identified.

It might be necessary to narrow the range of customers to whom the service is addressed. Indicate in the scope, if any, the types or groups of customers to whom the service is not addressed, to avoid any possible confusion of application (e.g. only those with certain abilities may be eligible to practice an adventure tourism speciality; businesses and not final customers; adults and not minors).

Standards are not intended to place requirements on the customers. The service is usually a co-production, that involves the provider and the customer, but the services specifications of the standard have to be presented as an initiative of the provider; even the commitments of the customer have to be controlled or supported by the provider. In the event that a specific contribution by the customer is required at a given moment for the service to be provided at the committed quality level, the solution when drafting the standard could be to require the SP to commit him/herself to requesting said collaboration to the customer in a formal way (e.g. ISO 10667-1 and -2 [9 and 10]). In the event that the SP cannot obtain the customer's collaboration as requested, the latter commits him/herself not to continue providing the service if the standard prevents him/her from doing so or, otherwise, recording the negative response of the customer.

Once the target group of the service standard has been identified:

— search for the customer´s needs and expectations;

— search for specific and special needs of certain groups (persons with disabilities, children, executives and so on).

The service provider cannot standardise the needs and expectations of the customer but he/she can standardise the offer aiming at meeting those based on available information. For additional information see 7.1.

4.2.3   Marketing and awareness

This covers all aspects of making information available to potential customers with regard to the nature, extent and availability of any particular service and with a view to influencing the customer's decision with regard to service take-up, to meet their own perceived and actual needs. This includes "awareness", the extent to which customers become aware and are influenced by service providers' promotional activity.

It can take place through a direct or indirect relationship with the customer (e.g. the client visits service provider's offices for information or consults the web page on his own).

Much of this information might be relevant at the agreement phase (see 4.2.4) and vice versa.

4.2.4   Agreement

The agreement or contract states the conditions for service provision (e.g., scope, duration, place, required guarantees, payment methods, price, etc). Customers establish their conditions for accepting the service, or accept the conditions previously established by the service provider, or reach an agreement with the latter. There might be a negotiation to particularise the agreement but this particularisation is not typically covered by any standard as standards intend to provide solutions for repeated situations and not for singular cases.

The six elements of any service (see 3.2) do also provide relevant information for the agreement.

"Contractual requirements (concerning claims, guarantees, covering of expenses, etc.) and legal or statutory requirements shall not be included." See reference [1], 6.3.3. Those would limit competition.

4.2.5   Billing and payment

Whilst payment is not necessarily required for all service delivery, billing is likely to be an intrinsic part of the lifecycle of the majority of services. It is essential to recognise that the billing process and the payment

methods, which are both complementary to the core service, can be the cause of considerable dissatisfaction on the part of the customer. It should be considered that good service can become unsatisfactory in the mind of the customer as a result of poor billing practice or inadequate payment facilities.

It is not possible to fix service prices in standards.

ISO/DIS 14452 [11] is an example of a standard covering the subject of billing.

4.2.6 Service provision – What

The time at which the WHAT element [see 3.2, a)] or core service takes place supported by other predetermined actions is likely to be the period of closest interaction between service provider and customer.

The beginning and termination (milestones) of a service do not take place at a specific moment in time; on the contrary, they can vary from one service sector to another and even from one provision to the next of the same service.

The service provider has to be ready to respond to the committed service level and have all the required resources, side and supporting services in place, ready and running.

During this phase, the service will be viewed in the light of the customer's needs and expectations for the service and will be measured against the service requirements stated in the standard and in the agreement with the client. The service might have to be adapted to a specific client's needs so some kind of service design or adaptation of the service might take place.

Consideration should be given to the possible exchange of goods between SP and customer and the conditions under which such goods will be stored, preserved, tested, destroyed or given back to the owner.

Continuous service e.g. provision of a bank account, may well generate a periodic statement that might trigger in the customer a conclusion with regard to satisfaction or otherwise, with the service provided, whereas for a finite event service e.g. a haircut, the conclusion is likely to be drawn at the end of a specific service event.

4.2.7 Complaints, dispute resolution and redress

Ever more mature clients demand an established channel to communicate to the SP the reasons for their dissatisfaction. In many countries this is no longer an option but a regulated obligation. An effective and efficient complaints handling process can improve the reputation of an organisation, provide confidence to clients and provide a valuable input to improving products, services and processes. ISO 10002 [12] contains guidance on the internal handling of service-related complaints. This guidance can help to preserve customer satisfaction and loyalty by resolving complaints effectively and efficiently.

Most complaints can be resolved successfully within the organisation but there will be cases in which the internal complaints handling process does not satisfy the client or in which the latter specifically requests the complaint to be handled by an external dispute resolution process. ISO 10003 [13] contains guidance on the resolution of disputes regarding service-related complaints that could not be satisfactorily resolved internally. This guidance can help to minimise customer dissatisfaction stemming from unresolved complaints.

Customers need to feel confident of service delivery and confident that, should something go wrong, there are appropriate provisions in place to compensate the failure in providing the service (redress).

When drafting the service standard this clause on complaints and redress should refer to ISO 10001, 2, and 3 (the complaints handling series).

For occupational health and safety issues see 7.2.3.

4.2.8 Provider review

Though the decision to incorporate relevant changes in the service will always be the prerogative of the service provider, it is not unlikely to find a requirement for continuous improvement in service standards, not only referred to management systems (2.12), but to the service performance itself.

The standard should by no means, prevent innovation to take place in between review periods.

4.2.9 Service termination

A decision not to continue service provision could be made by the service provider for one or more of a variety of reasons and usually as a result of the analysis conducted during the provider review phase; the organisation can decide not to provide the service again to any customer. In these cases, the guarantees, the consequences regarding contracts previously established or legal requirements, the potential relocation of customers, etc, should be borne in mind.

5 Interface with legal requirements

5.1 General considerations

It is important to state that the mere existence of legislation (be it local, territorial, national or regional) applicable to a service sector does not represent an obstacle to the existence of voluntary standards in that sector.

Standards are drawn up voluntarily and remain so, unless otherwise decided by the relevant legal authority (see 5.4). Compliance with law is obligatory irrespective of compliance with standards.

There are a number of interfaces between legislation and voluntary standards for consideration:

a) Inclusion of legal requirements in service standards (2.14) (see 5.2).

b) Inclusion of requirements in standards that enhance compliance with legislation (see 5.3).

c) Reference made to a standard in technical regulations (see 5.4).

Whatever this interface, it could be explained in the introduction of the standard.

5.2 Inclusion of legal requirements in service standards

A standard should never reproduce legal requirements from or make normative reference to applicable legislation at the same or higher level. Standards can include voluntary requirements on top of legislative requirements, agreed in the technical body by consensus, in response to a certain market situation.

Standards can make reference to legislative requirements in an informative manner. Some standards include an informative annex listing legislation in force at the time of standard drafting.

A standard should never include requirements or statements that enter in contradiction with applicable legislation of the same or higher level. Where there are differences between European standards and national legislation, these are covered by A-deviations (2.1) (see 5.5).

CEN and CENELEC reference documents [1], 6.3.3, and [14], 2.2, include some statements to be taken into account:

— European standards shall not cover those subjects that clearly belong to the domain of regulation of the Member States, under the principle of susbsidiarity, unless this is explicitly supported by the national authority.

— Elements of EC directive(s) cannot be reproduced in the standard as normative elements (CEN members do not vote on elements of directives). Furthermore, no normative reference to EC directives is permitted.

5.3 Inclusion of requirements in standards that enhance compliance with legislation

There is little experience as yet of using service standards (2.14) in order to provide solutions that enhance compliance with legislation, but many product standards have been developed under the framework of the New Approach philosophy [15] and a similar model could apply.

It is important to adopt precautionary measures to ensure that standards written in support of legislation are kept updated when legal requirements change.

5.4 Reference made to a standard in technical regulations

Standards are initially developed as voluntary compliance documents. Public administrations, responsible for developing legislation, can refer to existing voluntary standards in legal texts as:

— documents that contribute to compliance with specific legislation, maintaining their voluntary nature,

— **one** solution among others that, when complied with, provide a means of compliance with the corresponding legislation, maintaining the voluntary nature of these documents, or

— **the only** solution that ensures compliance with legislation, making standards mandatory at the territorial and sectorial level of application of the regulation that refers to the standards (local, territorial, national, regional, or other).

The decision on which way to make reference to the relevant standard(s), falls under the exclusive competence of the relevant legal authorities.

For a detailed explanation of the benefits of making reference to standards in legislation, see reference [16].

5.5 A-Deviations

CEN and CENELEC recognise two types of deviations from European standards: A-deviations (2.1) and B-deviations (2.2).

A-deviations are only based on conflicting national regulations. Only CEN or CENELEC members concerned by the conflicting national regulation, can ask for an A-deviation. Identification of conflicting national regulations should be done at the earliest possible stage. For a detailed explanation on the process of A-deviations consult reference [17].

B-deviations are less common every day and do not apply to the majority of services.

5.6 Special national conditions

Special national conditions (2.15) are not considered as deviations. Therefore, whenever possible, provisions in ENs (and HDs (2.11) for CENELEC) shall be drafted in such a way that they meet such special conditions without specifically referring to them.

If this is not possible, provisions relating to special national conditions are included in the standard in normative annexes. For detailed provisions on drafting special national conditions see reference [1].

6 Interface with management systems

6.1 General

There is a very strong interface between service standards (2.14) and management system (2.12) standards since more and more emphasis is given by service standards to the internal procedures and processes of the

company. It is important for service standards writers to be able to differentiate between a new management system and a service standard and identify which rules apply to their document at the earliest possible stage, avoiding steps backwards, delays and confusion among stakeholders. This clause aims at providing standard writers with the basic CEN/CENELEC policy on management systems and how to proceed in each of the possible scenarios.

Service standards writers are generally free to decide which type of standard to develop, as long as it does not conflict with the CEN/CENELEC policy. However, as a general rule, applying or adapting existing generic management system (2.9) standards is preferred to developing new unnecessary (sector specific) management system standards.

This Clause has been written attending to CEN and CENELEC policy on quality management systems [1], 6.8. As ISO and IEC have a more developed policy on this subject and all these organisations tend to align their policies and working procedures with time, this clause's proposal is to follow ISO/IEC indications in aspects where CEN/CLC have not yet developed their own, considering this to be a good practice.

6.2 Distinguishing between service standards and Management System Standards (MSS)

Experience with MSS produced by ISO shows that a number of common elements exist [18], 7.3.3, and [20]. These common elements can be arranged under the following main subjects:

— Context of the organisation;

— Leadership (including management commitment, policy and roles/responsibilities);

— Planning;

— Support (including resources, competence, awareness, communication and documented information);

— Operation;

— Performance evaluation (including monitoring, measurement, analysis and evaluation, internal audit and management review);

— Improvement (including nonconformity/corrective action and continual improvement).

A management system (2.12) can cover such aspects such as quality, safety, risk, environment, financial management, internal organisation of the entity or other.

Services standards (2.14), can include all those other requirements, not related to any management system of the organisation, relevant to ensure the service provision level agreed. It can be generally said that service standards are devoted to service requirements, recommendations on the service provision, information about the service, state of the art, etc.

Requirements relating to services should be written, in the form of objective measurable demands, the compliance with which allows comparison between different organisations.

In contrast, a management system sets the basics of the system which the organisation applies depending on its own objectives. The outcomes of applying a management system standard are not necessarily the same for every organisation and are therefore not readily comparable by a client.

6.3 Policy on management systems

6.3.1 General

The following are the main policy aspects about management systems (2.12) standards independent of the subject they may cover:

- Unnecessary new management systems should be avoided. For them to remain useful, authoritative and respected, it is of key importance that they reflect **demonstrated market needs** and that they are **mutually compatible** to facilitate their joint implementation.

- In the lack of specific CEN/CLC policy, it is consider good practice to follow ISO policy and therefore it is recommended that proposals for new management system standards (MSS), should undergo the justification process given in ISO Guide 72 [18].

- No service standard shall make service conformity dependent on a quality management system standard, i.e. it shall not, for example, make normative reference to EN ISO 9001 [19].

- In line with ISO policy on MSS, an MSS should not include directly related services specifications, test methods, performance levels (i.e. setting of limits) or other forms of standardisation for services or products produced by the implementing organisation.

6.3.2   Policy on quality management systems

In addition to the general aspects in 6.3.1, CEN/CENELEC Internal Regulations Part 3 [1], 6.8, establish the main policy aspects for developing sector specific quality management system requirements, these being perfectly aligned with the ISO/IEC Directives.

Regarding quality management systems, EN ISO 9001 shall be the reference.

It is possible to develop:

— Additional requirements on EN ISO 9001 for a specific sector;

— Guidance for the application of EN ISO 9001 to a specific sector.

In following one of the two options above, the rules below shall be respected [1]:

— Normative reference to EN ISO 9001 in its entirety or, subject to the "applicability" provisions detailed in its scope, to its clauses or subclauses;

— Normative reference to EN ISO 9000;

— Alternatively, subject to the "applicability provisions" detailed in the scope of EN ISO 9001, the clauses or subclauses may be reproduced verbatim;

— If text from EN ISO 9001 is reproduced in the sector document, it shall be distinguished from the other elements of the sector document.;

— It is not possible to take parts from EN ISO 9001. It shall be taken in full (except where not applicable as explained in the paragraph below).

The "applicability provisions" in EN ISO 9001:2008 state: "All requirements of this International Standard are generic and intended to be applicable to all organisations, regardless of type, size and product provided. Where any requirement(s) of this International Standard cannot be applied due to the nature of an organisation or its product, this can be considered for exclusion. Where exclusions are made, claims of conformity to this International Standard are not acceptable unless these exclusions are limited to Clause 7, and such exclusions do not affect the organisation's ability, or responsibility, to provide product that meets customer and applicable statutory and regulatory requirements." Clause 7 refers to the product realisation.

Like any other new management system, it should undergo a justification process as proposed in ISO Guide 72.

6.4 High level structure (HLS)

ISO is developing a High Level Structure (HLS) and identical text for management system (2.12) standards and common core management system terms and definitions as explained in Draft ISO Guide 83 [20]. This draft Guide includes a number of terms and definitions as well as an indication of the main clauses that any new MSS should include and will develop a template on it.

Standard writers are advised to consult the status of Guide 83, as well as the rules for its use, when drafting their MSS.

6.5 Options for service standards writers

At the time of developing this Guide, attending to European and international policies on management systems (2.12), one standard cannot include, requirements on the management system and requirements of the service provision, at the same time.

Service standards (2.14) writers therefore have the following options with regard to management systems . They may develop:

- Standards including specific requirements for a service with no management system requirements. Only conformity of the service level established in the standard can be declared or proved by the company when assessed against the standard.

- Guidance for the application of an existing horizontal management system to a specific sector. For sectorial application of EN ISO 9001, (see 6.3.2).

- Guidance for the application of an existing horizontal MS to a specific sector, with additional requirements to the horizontal MS for that specific service sector. CEN also establishes specific provisions when the reference management system is EN ISO 9001 (see 6.3.2).

- Totally new management system for running an organisation or an aspect of that organisation (safety and security of consumers (2.7), risk, financial management, information technology management). In this case, only conformity of the management system operated by the company can be declared or proved when assessed against the standard.

7 Addressing other horizontal issues

7.1 Criteria used by customers when choosing and assessing a service

The criteria detailed in this clause are those which the customer (2.8) refers to when assessing a service [21]. The original list has been enlarged with "accessibility".

Standard developers are advised to decide the contents of the standard (see 4.2) with this approach in mind. Should one or more of these criteria be of relevance at a certain point in the service it might be worth considering the inclusion of a requirement or recommendation that will help the customer to have a better concept or perception of the service.

This approach is complementary to considerations followed throughout 4.2 and their combined use can yield new valuable information.

a) **Tangible elements:** These include, among other elements, the appearance of facilities, premises where the service is provided, equipment, staff and printed or visual material.

b) **Reliability:** Ability to provide the service agreed in a reliable and accurate way.

c) **Response capability:** Providing the customers with assistance and a timely service.

d) **<u>Professional competence:</u>** Having the abilities required and the knowledge so that the service provider's (2.13) personnel can provide the service.

e) **<u>Courtesy:</u>** Education, respect, consideration and friendliness of the personnel recruited by the service provider.

f) **<u>Credibility:</u>** Honesty, trust and integrity that the personnel and organisation providing the service can generate in the customer.

g) **<u>Health and safety:</u>** Relevant for the customer and his/her belongings, also covers all aspects regarding protection of honour, of the cultural or religious identity of customers, of their personal details, etc., the environment where the service is provided, the equipment used, investments, identity, lack of exposure to danger, risks or doubts.

h) **<u>Access:</u>** Ability to access a service, an attainable service, or a service which is easily hired.

i) **<u>Accessibility:</u>** Design of the service and/or built or natural environment where a service is provided, so that it enables persons with and without disabilities to enjoy it. This concept is actually identical to the previous one, but it has been differentiated in order to highlight the importance of taking into account groups with special needs.

j) **<u>Communication:</u>** Ability to listen to the customers, keep them duly informed and use a simple language.

k) **<u>Understanding the customer and customer service:</u>** Make an effort to get to know the customers and their needs.

For specific advice on addressing consumer (2.7) issues in service standards consult ISO Guide 76 [22].

7.2   Human resources

7.2.1   General

As most services are intangible by nature, the provision very much relies on persons that do for the customer (2.8) something he/she cannot do or does not want to do. This characteristic of services places so much importance on the qualifications, training and skills of the service provider´s (2.13) personnel. Many service standards (2.14) do include this type of requirement as a support to good service provision.

7.2.2   Qualification of personnel

Those interested in or involved with developing service standards which cover qualification of professions / personnel (QPP) should consult CEN Guide 14 [23] which offers possible solutions to the question whether and how standardisation can provide a contribution to the QPP process.

7.2.3   Occupational health and safety

Requirements concerning the health and safety of workers at work are not to be formulated in service standards. The service provider must comply with the relevant OH&S provisions.

According to the opinion of representatives of trade unions in standardisation, a service standard (2.14) shall not substitute collective agreements. This does not necessarily imply that standards cannot be an vehicle for achieving better working conditions, as this can have a positive influence as well in service provision.

When it comes to the establishment of requirements applicable to human resources it should be taken into consideration that the requirements for the protection of the health and safety of employees at work is subject to regulation at the national level and directives pursuant to Article 153 of the EC Treaty apply. These directives only set minimum requirements and Member States are allowed to set more stringent regulations when transferring the European directive on occupational health and safety into national law. Occupational health and safety aspects which should not be included in standards or other deliverables are for example:

- Equipping of workplaces with secondary safety technology, e.g. emergency exists for employees.

- Definition of workplace limit values.

- Corporate organisation and implementation of OH&S measures, e.g. by means of OH&S management systems (2.12).

- Training in OH&S issues.

- OH&S medical examination.

- The use of personal protective equipment.

Standards could nonetheless set requirements regarding health and safety aspects of the customer (2.8).

7.3   Environmental aspects

CEN Guide 4[1] [25] outlines how products (goods and services) can impact upon the environment at all stages of their life-cycle, e.g. raw material acquisition, production, use and end-of-life treatment, including reuse, recycling and final disposal and including transportation between all stages. These impacts range from slight to significant; they can be short-term or long-term; and they occur at global, regional or local level.

The need to reduce the potential adverse impacts on the environment of a product that can occur during all stages of its life is recognised around the world. The potential environmental impacts of products can be reduced by taking into account environmental issues in product standards.

CEN Guide 4 proposes a step-by-step approach, based on life-cycle thinking[2] and recommends that standards writers should assess systematically the relevant environmental aspects and connected impacts based on this principle.

A helpful tool for achieving this task is the environmental checklist. Once completed, the environmental checklist permits the identification of the product life-cycle stages at which relevant environmental aspects are found, and where provisions could be included in the product standard.

The environmental checklist provided in CEN Guide 4 has been adapted for services and can be found in Annex B (Informative). It can be particularised for the focus of the organisation and service.

Guidance and principles to follow when completing the checklist described in 5.3 in the CEN Guide 4 for "product-only" standards can also be applied to the "Service" environmental checklist.

7.4   Accessibility

The European population can be characterised as getting older as a consequence of the decrease in births and the increased longevity. This older population constitutes a growing market and many services might need to incorporate criteria on accessibility for all. CEN/CENELEC Guide 6 [27] provides guidance to writers on how to take into account the needs of older persons and persons with disabilities.

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1) A product is defined in the CEN Guide 4 as "any goods or service" – in reference to EN ISO 14050:2009). Therefore, whenever the term product is used in this section, it means "goods **and** service"

2) The life cycle thinking is the consideration of all relevant environmental aspects (of a product) during the entire (product) life-cycle [26].

7.5   Social responsibility

Organisations around the world and their stakeholders are becoming increasingly aware of the need for and benefits of socially responsible behaviour. The objective of social responsibility is to contribute to sustainable development.

The concept of social responsibility covers the impacts of organisation´s decisions and activities on society and the environment, through transparent and ethical behaviour.

The standard on this subject where standards writers can find some guidance is ISO 26000 [28].

7.6   Small and medium enterprises

A sizable majority of European enterprises are micro, small and medium sized enterprises. CEN/CENELEC Guide 17 [29] provides guidance for writing standards taking into account the needs of this important group of companies.

7.7   Ergonomic issues

As with the development of products and software, ergonomic design criteria should also be taken into account when designing services. In particular, the inclusion of criteria on usability improves productivity, e.g. functionality and reliability, safety and health of the user (ISO 9241-100, see reference [30]). Of central importance for services is – similar to the development of usable software – the so-called context of use. It includes the relevant knowledge and experience of the user in addition to the objectives and tasks of the service.

Ergonomics can provide concrete knowledge for the development of standards in the area of services, e.g. in the ergonomic principles referring to the needs of older persons and people with disabilities [27] [31].

8   Measurement of service quality

One of the key elements of organisational success is the customer´s (2.8) satisfaction with the organisation and its products and services. Therefore, it seems necessary to monitor and measure both service provision and customer satisfaction.

This clause provides guidance on approaching customer satisfaction at several points of the service provider (2.13)-customer relationship.

Figure 1 represents the gaps between service provider and customer with respect to service quality (provided and perceived) and addresses specifically the issue of customer satisfaction. Some of the issues addressed here have been analysed in other clauses.
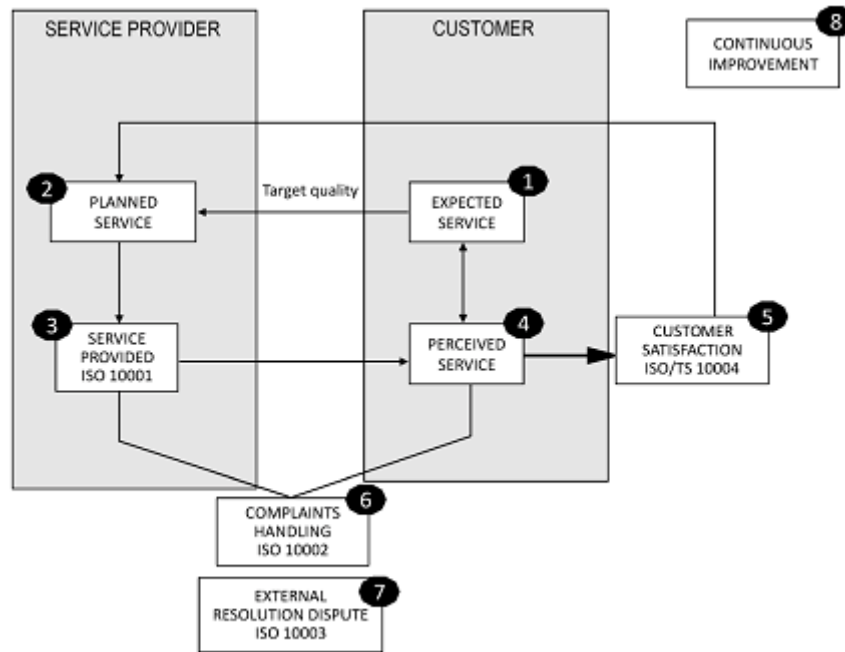
Figure 1

1 EXPECTED SERVICE

The expected service is that the customer considers right to receive. The customer builds up this conception based upon identification of his/her own needs, publicity, mouth-to-mouth or other. The expected service can be explicit or implicit for the customer and sometimes not even articulated.

2 PLANNED SERVICE

The service provider intending to meet customer needs and expectations should try to identify those by indirect or direct methods, as for example consulting sector-related statistics, general surveys and customer trend studies or conducting direct interviews to customers. Information collected from customer complaints will also be valuable for the purpose.

3 SERVICE PROVIDED

Measuring the service provided against the committed service specification (standard, agreement with client, sector-related or internal specification) helps to monitor service quality and keep control over the organisation's performance. The measurement process should be planned, validated, implemented, documented and monitored. The number of items to be measured, the measuring method, frequency of measures as well as the compliance/non-compliance criteria should all be clearly defined. Certification (third party) and mystery shopper (first or second party) are well known methods of measuring compliance.

ISO 10001 [8] contains guidance on codes of conduct for organisations related to customer satisfaction. Such codes can decrease the likelihood of problems arising and can eliminate causes of complaints and disputes which can decrease customer satisfaction.

4 PERCEIVED SERVICE – 5 CUSTOMER SATISFACTION

The service quality the customer perceives governs his/her degree of satisfaction. Knowing the client´s opinion on the received service is a significant source of information for any organisation. ISO/TS 10004 [32] provides guidance in defining and implementing processes to monitor and measure customer satisfaction.

6 COMPLAINTS HANDLING and 7 EXTERNAL RESOLUTIONS DISPUTE

See 4.2.7 and [12] and [13].

8 CONTINUOUS IMPROVEMENT

The information obtained by measuring customer (2.8) satisfaction can be valuable for the service provider review and continuous improvement (see 4.2.8).

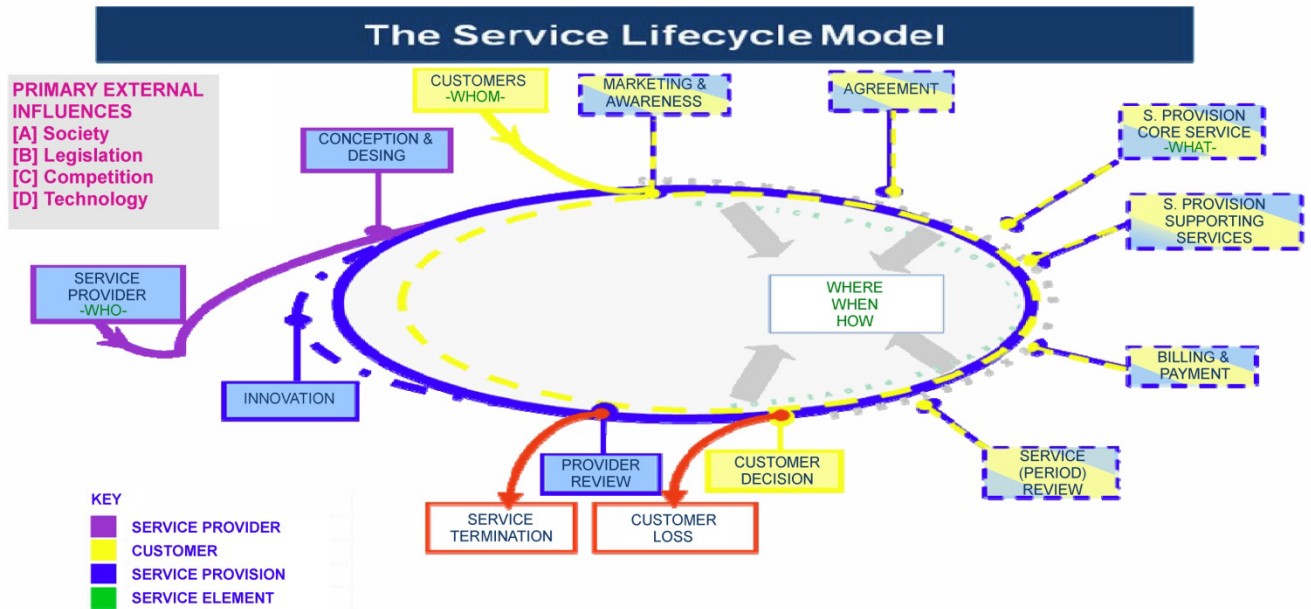# Annex A
(informative)

The service lifecycle model

Figure A.1 — Service lifecycle model

Annex B
(informative)

Service Environmental checklist

Environ mental Aspect	Process steps of the Service										All stages
	Service Design		Promotion		Service Provision			End Service Provision			
	Market research	Planning & evaluating service require- ments	Marketing	Customer asessment	Service process step 1	Service process step 2	Service process step 3	Reuse / Material and Energy Recovery	Waste?	Other...?	Trans- portation
Inputs											
Materials											
Water											
Energy											
Land											
Outputs											
Emissions to air											
Discharges to water											
Discharges to soil											
Waste											
Noise, vibration, radiation, heat l											
Other relevant aspects											
Risk to the environ- ment from accidents or uninten-ded use											
Customer information											
Comments:											

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