



## TECHNICAL BOARD

### CEN/BT by correspondence

For decision

Issue date:

2023-10-11

Deadline:

**2024-01-09**

### SUBJECT

#### **New CEN/TC on Administration, Finance and Strategic Planning**

### BACKGROUND

On 2023-09-22, UNI submitted a proposal to CCMC for the creation of a new Technical Committee in the field of Administration, Finance and Strategic Planning (AFSP) (see Annex 1).

The proposed work programme aims to develop at least three lines of activities, corresponding to three different areas of AFSP management practices defined as follows:

- standards on the professional profile of the Credit Manager and on services related to Credit Management;
- standards on the professional profile of the Treasury Manager and on services related to Treasury Management;
- standards on the professional profile of the CFO and on services related to Financial Management.

According to this proposal, standards on the qualification of professions/personnel (QPP) within the AFSP) field are deemed necessary by sector-specific stakeholders in order to:

- define qualifications corresponding to professional profiles operating within the AFSP sector;
- facilitate recognition of professional qualifications and their qualifications portability within and across borders;
- support the current legislative framework in implementing transparency, comparability and portability of people's qualifications.

In addition, standards on services within the AFSP field are deemed necessary by sector-specific stakeholders in order to:

- standardize processes, procedures, structure, execution, work separation and work phases principles;
- comply with customer requirements and attend to new demands of customers and market trends;
- differentiate from other offers, by demonstrating best practice;
- prevent unfair competition;
- increase market credibility;
- provide for a service lifecycle (SLC) model applicable to AFSP sector-related services which describes in a schematic fashion the likely phases for any service provision (provider cycle) and service experience (customer cycle).

A proposal for the initial work programme of the new CEN/TC is also presented in Annex 1.

CEN/BT is asked to approve the creation of a new CEN/TC as follows:

- Vote according to IR 2, clause 6.2.3 (non-mandated work, weighted);  
*Note: Possible votes are 'Agrees', 'Disagrees with comments' and 'Abstains'. Any vote indicating 'Deferring decision' will be counted as 'Disagrees with comments'.*
- At least 5 Members express their commitment to participate.

**Consequently, BT members are requested to state explicitly, by means of the commenting field provided in the BT-balloting tool, whether or not they are committed to participate in the work.**

### PROPOSAL(S)

BT,

- having considered the proposal for a new field of technical activity submitted by UNI as included in Annex 1;
- considering that the following Members have expressed commitment to participate: <Members>;
- decides to create a new CEN/TC xxx with the following preliminary title and scope:  
Title: Administration, Finance and Strategic Planning within Organizations  
Scope: Standardization in the field of Administration, Finance and Strategic Planning within organizations with specific focus on the qualification of professions and the definition of service requirements.  
The committee aims to standardize various topics related to finance, which include:
  - standards on the professional profile of the Credit Manager and on services related to Credit Management;
  - standards on the professional profile of the Treasury Manager and on services related to Treasury Management;
  - standards on the professional profile of the CFO and on services related to Financial Management.
- allocates the secretariat of CEN/TC xxx to UNI;
- asks the new CEN/TC to submit its final title and scope for BT approval following its first meeting.

2023-09-28 – CHT – CV



Mrs Cinzia Missioli  
Director Standardization  
CEN-CENELEC Management Centre (CCMC)  
Rue de la Science 23 - 1040 Brussels - BELGIUM

Milan, 2023-09-21  
Ref.: 053/12.BT

**Subject: UNI proposal for a new field of technical activity on "Administration, Finance and Strategic Planning within Organizations "**

Dear Cinzia,

By the present letter, we wish to propose to start working on a new field of activity in the area of "Administration, Finance and Strategic Planning within Organizations", with specific focus on the qualification of professions and the definition of service requirements.

In relation to this we are sending you, herewith enclosed, the Form "Proposal for a new field of technical activity" duly filled in.

Remaining at Your disposal for any clarifications, we thank you in advance for the attention you will pay to our request and take the occasion to send you our best regards.

Gian Luca Salerio  
UNI - Head of International Policy  
Italian BT Member

Encl.: form 'proposal for a new field of technical activity'



<b>PROPOSAL for a NEW FIELD OF TECHNICAL ACTIVITY</b>	
Date of circulation .....	<b>CEN/TC / N</b>  (where appropriate)
Secretariat .....UNI.....	<b>CENELEC/TC / SC (Sec) .....</b>  (where appropriate)
Type of technical body proposed (TC / SC / BTTF)	<b>TC</b> .....

**IMPORTANT NOTE: Incomplete proposals risk rejection or referral to originator.**

x The proposer has considered the guidance given in Annexes 1 and 2 during the preparation

**Proposal** (to be completed by the proposer)

<p><b>Title of the proposed new subject</b></p> <p>Administration, Finance and Strategic Planning within Organizations</p>
<p><b>Scope statement of the proposed new subject</b></p> <p><i>Standardization in the field of Administration, Finance and Strategic Planning within organizations with specific focus on the qualification of professions and the definition of service requirements.</i></p>

## **Purpose and justification for the proposal.**

### The technical framework - QPP

After the publication of CEN Guide 14:2010 *Common policy guidance for addressing standardisation on qualification of professions and personnel*, several standards addressing qualification of professions/personnel (henceforth: *QPP*) have been published both at CEN and ISO level (e.g. EN 15628:2014 Maintenance - Qualification of maintenance personnel; EN 16992:2017 Competency for Customs Representatives; ISO 21102:2020 Adventure tourism - Leaders - Personnel competence; EN ISO 9712:2022 Non-destructive testing - Qualification and certification of NDT personnel), thus consolidating a trend in the QPP framework that recognizes standards as useful tools to define professional requirements.

### The technical framework – Services

Many of these standards put together the QPP part with the definition of service requirements. Such trend shall be taken into account since it appears to be a constant request from stakeholder when approaching QPP standardization activities at CEN level.

When QPP standards are supported by standards on services, requirements on structure, execution, work separation and work phases of the services can apply. The definition of such standards is complementary to the QPP part and might support organizations willing to harmonize their internal processes, as well as uniforming the services they offer to their customers/clients.

### Justification

Standards on QPP within the Administration, Finance and Strategic Planning (henceforth: *AFSP*) field are deemed necessary by sector-specific stakeholders in order to:

- define qualifications corresponding to professional profiles operating within the AFSP sector;
- facilitate recognition of professional qualifications and their qualifications *portability* within and across borders;
- support the current legislative framework in implementing transparency, comparability and portability of people's qualifications.

Standards on services within the Administration, Finance and Strategic Planning (henceforth: *AFSP*) field are deemed necessary by sector-specific stakeholders in order to:

- standardize processes, procedures, structure, execution, work separation and work phases principles;
- comply with customer requirements and attend to new demands of customers and market trends;
- differentiate from other offers, by demonstrating best practice;
- prevent unfair competition;
- increase market credibility;
- provide for a service lifecycle (SLC) model applicable to AFSP sector-related services which describes in a schematic fashion the likely phases for any service provision (provider cycle) and service experience (customer cycle).

Is the proposed new subject actively, or probably, in support of European legislation or established public policy?

Yes       No

If Yes, indicate if the proposal is

- in relation to EC mandate(s): .....(which one(s))
- in relation to EC Directive(s)/Regulation(s): .....(which one(s))
- in relation to other legislation or established public policy: .....(give details)

### Proposed initial programme of work

The proposed work programme is aiming at developing at least three lines of activities corresponding to three different areas of AFSP management practices defined as follows:

1. Standards on the professional profile of the Credit Manager and on services related to Credit Management;
2. Standards on the professional profile of the Treasury Manager and on services related to Treasury Management;
3. Standards on the professional profile of the CFO and on services related to Financial Management.

Such activities can be undertaken within three different working groups, each of which dedicated to one of the aforementioned specific areas.

All WGs shall aim at drafting ENs split in two parts as follows:

- a) a QPP standard dedicated to the definition of the professional profile(s)\*;
- b) a standard dedicated to the definition of related service requirements.

Apart from scope, normative references and terms and definitions, every QPP standard shall contain at least:

- the professional profile(s) description;
- the list of tasks and main activities (i.e. "expected outcomes" EQF 2017);
- the list of knowledge and skill requirements as well as the indication of the EQF level of autonomy and responsibility (a.k.a. competence);

Apart from scope, normative references and terms and definitions, every service standard shall contain at least:

- the description of the service phases (in terms of *service lifecycle model* as provided by CEN Guide 15:2012);
- any requirements/recommendations related to: service provider (*who*), identification of customer (*whom*), marketing and awareness, agreement, billing and payment, service provision (*what*), disputes resolution, provider review and service termination.

\*Note: a QPP standard could contain different profiles related to the same management area (e.g. Credit Manager, Deputy Credit Manager, Rating Specialist Credit Manager, etc.).

### A statement from the proposer as to how the proposed work may relate to or impact on existing work, especially existing CEN, CENELEC, ISO and IEC deliverables.

There are no similar active (nor disbanded) TCs dedicate to the AFSP framework and there is no indication that the proposed work programme could represent a duplication or even be partially in conflict with other TC's WPs.

Likewise, the extension of the work of an existing TC is not considered a viable option.

Given the new proposal of field of technical activity proposed by DIN on *Finance*, for which there is no manifest overlapping with this proposal, a possible liaison would be recommended (see below).

**A listing of relevant existing documents at the international, regional and national levels.**

Applicable references

QPP:

- Recommendation on the establishment of the European Credit system for Vocational Education and Training (ECVET) 2004;
- CEN Guide 14:2010 *Common policy guidance for addressing standardisation on qualification of professions and personnel*;
- European Skills, Competences, Qualifications and Occupations (ESCO), EC, 2010;
- Regulation (EU) 2016/589 on a European network of employment services (EURES);
- European Qualifications Framework (EQF) Recommendation (2017/C 189/03);
- Decision 2018/646 on a common framework for the provision of better services for skills and qualifications (Europass) and repealing Decision No 2241/2004/EC;
- CEDEFOP Skills Panorama initiative, 2020.

Services:

- Directive 2006/123/EC of the European Parliament and of the Council of 12 December 2006 on services in the internal market.
- CEN Guide 15:2012 *Guidance document for the development of service standards*;
- ISO Guide 76:2020 Development of service standards - Recommendations for addressing consumer issues;

Conformity Assessment:

- (QPP) EN ISO/IEC 17024:2012 Conformity assessment - General requirements for bodies operating certification of persons
- (Services) EN ISO/IEC 17065:2012. "Conformity assessment. Requirements for bodies certifying products, processes and services"

**Find hereunder a non-exhaustive list of technical references regarding Non-Regulated Professions related to the AFSP sector:**

**Italy**

UNI/PdR 44/2018 Credit management - Credit management service, requirements for credit management professional profiles and operational guidelines for conformity assessment"

UNI/PdR 63/2019 Treasury activity - Treasury service, profile requirements treasurer's professional and operational guidelines for the evaluation of compliance

UNI/PdR 104/2021 Administration, Finance and Control - Activities and requirements of the professional profiles responsible for the administration, finance and control area and operational guidelines for conformity assessment

**Known patented items**

Yes       No      If "Yes", see CEN-CENELEC Guide 8 and provide full information in an annex

**A simple and concise statement identifying and describing relevant affected stakeholder categories (including small and medium sized enterprises) in particular those who are immediately affected from the proposal (see Annexes 1 and 2) and how they will each benefit from or be impacted by the proposed deliverable(s)**

In summary, considering the provided justification, large enterprises, SMEs, government, consumers, non-governmental organizations, and standards application businesses would benefit the most from standardization in the field of AFSP, focusing on both QPP and service standards. These stakeholders experience direct and substantial impacts on their operations, competitiveness, service quality, and compliance with legislative frameworks as a result of these standards.

**1. Standards on QPP in AFSP:**

- Large Enterprises  
Large enterprises often employ a wide range of professionals in AFSP roles. Standardization in QPP can help them ensure that their workforce meets the required qualifications, enhancing their competitiveness and operational excellence.
- Small and Medium-Sized Enterprises  
SMEs may lack the resources for extensive qualification assessments. QPP standards provide SMEs with clear guidelines for qualified personnel, which is essential for their growth and success.
- Government:  
Governments benefit from QPP standards as they promote transparency and comparability of qualifications. This can support the legislative framework and enhances the management of public sector personnel.
- Labour:  
Labor unions and worker organizations may benefit indirectly from QPP standards. Standardization in qualifications can promote fair labor practices by ensuring that professionals in the AFSP sector have the necessary skills and knowledge. This indirectly leads to improved working conditions, job security, and employee rights, which are essential for labor advocacy.

**2. Standards on Services in AFSP:**

- Large Enterprises  
Large enterprises, often providing complex services, benefit significantly from service standards. Standardized processes and service execution ensure operational efficiency and compliance with customer requirements, making them more competitive.
- Small and Medium-Sized Enterprises  
SMEs can benefit by adopting service standards, which help them streamline their operations, meet customer demands, and stand out in a crowded market.
- Consumers:  
Consumers gain as they can expect standardized, high-quality services from AFSP organizations. Service standards ensure that their needs are met, and that the average consumer is able to differentiate between providers by assessing their adherence to best practices.
- Government:  
Governments benefit from standardized services as they lead to better governance and public service delivery. Service standards align with the government's objective of improving service quality to citizens.
- Non-Governmental Organizations (NGOs):  
NGOs advocating for fairness and ethical conduct in AFSP can use service standards to hold organizations accountable and promote responsible practices.
- Standards Application Businesses (e.g., testing laboratories, certification bodies):  
SABs would benefit from this proposal given the current absence of harmonized requirements that usually leads to downward competition within the conformity assessment context. A unique consolidated series of standards on services and QPP within AFSP would serve as common reference for the entire sector.
- Academic and Research Bodies:  
AFSP service standards will encourage the use of best scientific practices for economic and social benefits. They foster collaboration between academia and industry, making academic research more practically relevant. This promotes the adoption of research findings and enhances the impact of academic research in the AFSP field.

**Other relevant benefits applying to more than one stakeholder categories are:**

Enhanced Competence, Improved Risk Management, Streamlined Operations, Transparent Financial Practices, Strategic Clarity, Market Confidence, Cost Efficiency, Global Compatibility, Consumer Trust



<p><b>Liaisons:</b>  <b>A listing of relevant external European or international organizations or internal parties (other CEN, CENELEC, ETSI, ISO and/or IEC committees) to which a liaison should be established (in the case of ISO and IEC committees via the Vienna or Dresden Agreements).</b>  - ISO/TC 68 Financial Services  - ISO/TC 309 Governance of organizations  - ISO/TC 322 Sustainable Finance  - proposed CEN/TC on Finance</p>	<p><b>Joint/parallel work:</b>  <b>Possible joint/parallel work with:</b>  <input type="checkbox"/> CEN (please specify committee ID)  <input type="checkbox"/> CENELEC (please specify committee ID)  <input type="checkbox"/> ISO (please specify committee ID)  <input type="checkbox"/> IEC (please specify committee ID)  <input type="checkbox"/> Other (please specify)</p>
<p><b>Name of the Proposer</b>  <i>(include contact details)</i></p> <p>Contact person:  Gian Luca Salerio, UNI BT Member (<a href="mailto:gianluca.salerio@uni.com">gianluca.salerio@uni.com</a>) ;  Giacomo Riccio UNI Technical Programme Manager (<a href="mailto:giacomo.riccio@uni.com">giacomo.riccio@uni.com</a>).</p> <p><b>An expression of commitment from the proposer to provide the committee secretariat if the proposal succeeds.</b>  UNI is committed to provide the committee secretariat if the proposal succeeds.</p> <p style="text-align: center;"><b>Signature of the proposer</b></p>	

**Annex(es) are included with this proposal** (give details)

## **Informative Annex 1 "Principal categories of market needs"**

- Consumer protection and welfare
- Environment
- Innovation
- Support to:
  - public policy
  - European legislation/regulation
- Market access/barriers to trade, i.e. enhancing the free movement of:
  - services
  - goods
  - people
- Interoperability
- Health/Safety
- Terminology

## **Informative Annex 2 "Principal categories of stakeholders"**

- Industry and commerce,
  - where particularly appropriate, to be identified separately as
    - Large enterprises (those employing 250 staff or more)
    - Small and medium sized enterprises (SME), (those employing 250 staff or fewer)
- Government
- Consumers
  - including those organizations representing interests of specific societal groups, e.g. people with disabilities or those needing other particular consideration)
- Labour
- Academic and research bodies
- Non-governmental organisations (NGO),
  - including organizations representing broad or specific environmental interests
- Standards application business (e.g. testing laboratories, certification bodies)

Sometimes it is valuable also identify the immediate affected stakeholders from industry and commerce in terms of their position in a product value chain, as follows:

- Supplier
- Manufacturer
- Intermediary (e.g. warehousing, transport, sales)
- Service provider
- User of the product or service
- Maintenance / disposal

NOTE: 'Immediately affected stakeholders' are considered to be those who, within the context of the proposal, would be in a position to implement the provisions of the intended standard(s) into their products, services or management practices.