
CEN-CENELEC GUIDE 40

Role of Permanent (and Alternate) Delegates to CEN and CENELEC Technical Boards

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Introduction

This Guide serves as an essential resource for Permanent Delegates (PDs) (and their Alternates) to the CEN and CENELEC Technical Boards (BTs), in particular for those newly appointed as part of their onboarding process.

In addition, this Guide may also support National Standardization Bodies (NSBs) and National Committees (NCs) when selecting and appointing candidates for fulfilling the role of Permanent (and Alternate) Delegate to BT.

The Technical Boards Secretariat (bt@cencenelec.eu) is available to assist and support PDs (and their Alternates) whenever needed.

1. Scope

This Guide defines the role and assists PDs and their Alternates in fulfilling their responsibilities towards the CEN and/or CENELEC Technical Boards (BT).

2. Criteria and skills for appointing Permanent (and Alternate) Delegates to the Technical Boards

Permanent Delegates (PDs) to BT and their Alternates (if any) are NSB and NC representatives appointed by their NSB/NC with an emphasis on long-term engagement to ensure continuity and sustained involvement in the work of the BTs.

A candidate for the role of Permanent Delegate to BT should fulfill the following eligibility criteria:

1. personal and motivated expression of interest;
2. good knowledge of the functioning of the European Standardization System;
3. in-depth knowledge of CEN and/or CENELEC technical rules and processes;
4. knowledge of ISO and/or IEC technical rules and processes;
5. proven experience in technical governance;
6. significant experience in contributing to standardization activities;
7. strong commitment to CEN and CENELEC mission and values.

In addition, the candidate should possess the following skills:

8. leadership and strategic mindset;
9. quick understanding and description of complex situations in a clear manner;
10. pragmatic and constructive approach to problem-solving;
11. quick grasp and understanding of a broad array of technical subjects;
12. talent for identifying improvement opportunities and streamlining of rules and processes.

The above criteria and skills are also recommended for BT Alternates.

A pre-assessment form designed to support the NSBs/NCs in the selection of their Candidate is available in Annex 1.

Following the appointment of the PD (or Alternate), the NSB/NC shall ensure that the candidate is allocated adequate time to fulfill their responsibilities as PD.

Once PDs are officially appointed, they are expected to adhere to the 'Code of Conduct for Permanent (and Alternate) Delegates to the Technical Board'.

If a PD (or Alternate) leaves without providing sufficient notice for the NSB/NC to select a new candidate, the NSB/NC retains the right to appoint a temporary representative to ensure continued participation in BTs and voting on BT ballots until the new Permanent (or Alternate) Delegate is appointed.

3. The Role of Permanent (and Alternate) Delegates

Permanent Delegates (PDs) are key representatives of CEN and CENELEC Members, acting as Delegates of National Standards Bodies (NSBs)/National Committees (NCs), to manage the technical governance at European level. They ensure the bilateral flow of information between the Members and the Technical Boards (BTs), representing national positions in European standardization discussions.

They gather national feedback, present their national positions and ensure clear, effective and relevant communication, jointly with the CEN and CENELEC BT Team, from and to the BT.

PDs are expected to contribute proactively and meaningfully to the decision-making process at technical governance level and to liaise with their CEN or CENELEC BT counterparts for items of common interest. They play a critical role in handling BT matters, participating in BT meetings and fostering consensus among PDs.

When needed, PDs act independently for the best interest of the CEN and/or CENELEC community. They should be empowered to express a position without prior consultation at national level.

In addition, PDs help streamline the standardization processes and define the user-needs of tools to be provided by CEN and CENELEC.

The role requires substantial coordination, communication skills, and the ability to manage complex tasks across both national and European levels, whilst also addressing technical and cultural challenges.

4. Participation in meetings

By default, it is the PD who attends BT meetings. The PD may, however, request their Alternate to attend on their behalf in case of absence.

Only one delegate per NSB and one delegate per NC attends BT (and Technical Governance Group (TGG)) meetings. Under exceptional circumstances (such as future role), two delegates may attend one meeting upon agreement with the relevant BT (and TGG) Chair(s).

5. Responsibilities of the Permanent (and Alternate) Delegates

PDs (and their Alternates) are expected to:

- attend and contribute to BT meetings;
- participate, if interested, in Technical Governance Groups (TGGs);
- represent and express the national position of their NSB/NC both in BT meetings and by correspondence;
- engage meaningfully in the work of both BTs and TGGs;
- foster close cooperation with their national CEN or CENELEC counterpart, so as to present, as much as possible, a consistent national position on issues that are of common interest to CEN and CENELEC;
- take decisions (incl. voting) considering the national position whilst aiming at consensus at European level;
- keep a close link with the representatives of their NSB/NC in other Governing Bodies (General Assemblies (AGs) and Boards);
- drive the implementation of CEN and/or CENELEC transformation initiatives (e.g. digital) whilst seeking alignment with ISO and IEC;
- support actively and promote the technically relevant goals of the CEN and CENELEC Strategy and its implementation plan;
- promote, and support Technical Bodies in, the implementation of rules and processes decided by BT;
- follow up matters related to EC/EFTA Standardization Requests;
- share national best practices.

PDs may, at the discretion of their NSB/NC, also handle additional responsibilities in relation to the BTs, such as (non-exhaustive):

- represent BT in groups dealing with matters that could impact BT (such as for digital projects or legal matters);
- participate in project teams to support the development of projects within the scope of CCMC Project Management Office (PMO);
- lead (or contribute to) BT (& TGG) related subgroups (e.g. Task Groups) in achieving specific technical projects;
- in case of involvement in activities at international level, share any knowledge which could be of value to European standardization;
- follow up on the Vilamoura procedure (CENELEC only).

6. The Technical Board in the reference material

The following reference materials are available on [CEN BOSS](#) and [CENELEC BOSS](#):

- The Statutes of CEN;
- The Statutes of CENELEC;
- CEN-CENELEC Internal Regulations – Part 1 ‘Organization and Structure’ (1A for CEN and 1B for CENELEC);
- CEN-CENELEC Internal Regulations – Part 2 ‘Common Rules for Standardization Work’ (IR2);
- CEN-CENELEC Internal Regulations – Part 3 ‘Principles and rules for the structure and drafting of CEN and CENELEC documents’ (IR3);
- More details on the functioning of the BTs (Technical structures);
- Code of Conduct for Permanent (and Alternate) Delegates to CEN and CENELEC Technical Boards.

The CEN and CENELEC Strategy is available on the [CEN-CENELEC website](#).

Annex 1 – Permanent (and Alternate) Delegates – Candidate Pre-assessment Form

Form designed to support NSBs/NCs appoint a suitable candidate.

Surname/First name of candidate:

NSB/NC:

Date:

Criteria & Skills		NSB/NC Input
1.	Personal and motivated expression of interest	
2.	Good knowledge of the European Standardization System	
3.	Strong commitment to CEN and CENELEC mission and values	
4.	In-depth knowledge of CEN and/or CENELEC technical rules and processes	
5.	Knowledge of ISO and/or IEC technical rules and processes	
6.	A proven experience in technical governance	
7.	Significant experience in contributing to standardization activities	
8.	Leadership and strategic mindset	
9.	Quick understanding and description of complex situations in a clear manner	
10.	Pragmatic and constructive approach to problem-solving	
11.	Quick grasp and understanding of a broad array of technical subjects	
12.	Talent for identifying improvement opportunities and streamlining of rules and processes	