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## Préface

Mr. J. ALVES LAVADO et Mr. J. DONVIL  
Direction Informatique, Commission Européenne

Cette journée, organisée pour la promotion du *Total Quality Management*, a présenté aux participants les modèles *qualité* et les outils employés dans les technologies de l'information. L'objectif était aussi de recueillir les réactions et commentaires des participants.

Comment *mettre en place* la gestion par la *qualité totale*?  
Comment *décrire les procédures* en respectant les normes ISO9000?  
Comment *assurer la qualité des projets et des services*?  
Au cours de cette journée des collègues ont partagé leur expérience pratique dans ces domaines!

Les présentations de cette journée se sont axées autour de trois thèmes clés:

- "Qualité et réforme de la Commission",
- "Total Quality Management"
- "Qualité et technologies de l'information".

La vitrine qualité 2000 était organisée par le secteur Qualité de l'unité Conseil et évaluation technique de la Direction informatique. Aux orateurs qui ont répondu à notre appel et consacré du temps à préparer leur intervention nous devons l'intérêt et la réussite de cette journée. Que nos collègues en soit ici remerciés!



## Discours d'ouverture

Monsieur le vice-président N. KINNOCK  
Commission Européenne

I am very pleased to be here at the "Quality Showcase" for the very basic reason that quality is – naturally and necessarily - one of the central objectives of the Reform process in the Commission.

The mission of Reform is clear: It is to ensure that the Commission actively employs systems, structures and abilities in ways that will enable our Institution to be recognised as a policy producing and policy applying administration of the highest quality, integrity and service that wins fresh self confidence in the house and fresh public confidence across the Union and beyond it.

Obviously none of that implies departure from the central purpose and central policy roles of the Institution. On the contrary, Reform is being pursued specifically to strengthen the performance and the standing of the Commission by increasing the efficiency and accountability of the Institution.

The proof that we are achieving those gains will be increasingly provided as we bring about real improvement in the way in which the Commission manages and conducts itself as a public service administration. The Reform strategy is therefore built on 3 related themes, which we are currently working to turn into reality:

- completely modernising financial management and control;
- introducing a new system of strategic planning, using Activity Based Management and Budgeting;
- comprehensively modernising our personnel policy.

Among our assets in making the essential advances is the fact that there is a great deal of real excellence in the Commission. We must make that excellence standard. We must make the best in the Commission typical of the Commission. And we **can** do that if the Commission manifests a quality culture.

To me, achieving that means recognising that the men and women working here are the main asset of the Commission – and then seeing that they are properly equipped with the training, career structure, promotion opportunities and management systems that are fit for modern people working in a modern organisation.

I emphasise that because, after all, Quality is not an abstract: Quality requires tangible and consistent inputs. And Quality **culture** is the attitude developed by proper use of those inputs – plus the essential, indeed irreplaceable, catalytic ingredient of pride in individual and collective performance.

Reform, and its detailed provisions, is therefore directly related to fostering quality. It is seeking to provide people with the means and structures for raising standards of working conditions and performance. Simultaneously it is trying to remove systems and structures which get in the way of good people doing a good job who want to do an even better job.

One of the ways of pursuing both objectives is implementation of quality management methods, including excellence models, service agreements and charter rules, standards and quality plans, improvement programmes, benchmarking and best practises.

To their credit, some Commission services have already gained valuable experience in applying the principles of Total Quality Management for some years past. More recently, the “Best Practise and Total Quality Management Network” launched by DG ADMIN offers an excellent means of strengthening the sharing and dissemination of useful ideas and of the lessons learned from the experience of others. I am also pleased that the Commission services are participating in the Innovation Public Service Group which has started its work on quality improvements in public administrations.

I hope, therefore, that new thoughts and new understanding will emerge as a result of today’s activities.

Apart from the broad Total Quality Management focus, it is clear that Information and Communication Technology are essential tools for reinforcing the quality of our services.

The e-Commission is one of the central pillars for the successful delivery of Reform and – as people here will know – its three sides –

- Modernisation of internal administration,
- More efficient communication with external partners, and
- Better public service to citizens and business,

are essential components of achieving modernisation and doing so in a cost-effective way.

As a first step, the successful delivery of Activity Based Management requires the development of information systems and technology strategies that can substantially enhance the Commission’s ability to improve the quality of



management reporting and meet the increasing demands of both internal management and external clients for the relevant, timely information on which decisions must be based.

That will, at the same time, require the development of a new generation of information systems that are designed to facilitate the integration of a variety of disparate systems into a co-ordinated whole.

Other advances are also necessary. We need to prepare and implement a new set of high quality IT projects to improve individual productivity, group working, efficient inter-working with partners, and communicating with citizens and business.

In all those and much else, improvement of output quality and job satisfaction must be built in and achieved as dual inter-related objectives. In an administration, more than in any other productive activity, quality is dependent on capable people – and capable people need the sense of fulfilment that comes from respect for the results of their work.

There are changes that are worth making. And we can make them together. This conference is an important contribution to achieving that and I am grateful for the skills, insights and motivation that you are all bringing to bear in these proceedings.



## Discours d'introduction

Monsieur Fernando de ESTEBAN  
Directeur de l'informatique, Commission Européenne

C'est très motivant de voir que le vice-président pour la réforme est venu, en personne, nous parler de qualité.

La qualité a toujours été sous-jacente dans toutes nos activités mais, grâce à la réforme, la qualité émerge beaucoup plus.

Pour beaucoup de personnes, la qualité jusqu'à présent semblait une notion liée à l'industrie mais la qualité est une affaire de culture qui nous concerne tous.

La Direction informatique a senti la nécessité d'introduire des systèmes et des méthodes pour mesurer la qualité. Nous nous sommes basés sur l'expérience de quelques Directions Générales qui ont commencé à introduire la qualité comme un principe dans leurs travaux à la Commission.

Aujourd'hui nous aurons l'opportunité d'entendre des représentants du CCR et de l'Eurostat qui, comme exemple de cas d'application, nous présenteront l'introduction du Total Quality Management dans leurs services.

Sans qualité nous ne pourrions pas bien servir ni nos concitoyens, ni nous-mêmes.

Je remercie les organisateurs de cette vitrine qui devrait devenir notre "*supermarché*" de la qualité.



## **Commission Reform and Quality of Output**

Mr. Rony SABAH  
Task Force for Administrative Reform, European Commission

The Commission issued on March 1<sup>st</sup> this year a White Paper entitled "Reforming the Commission". There were a number of reasons which led the Commission to conclude that a reform of our institution was needed. One of the most important being the basic need to improve the quality of the service it delivers at all levels.

To implement the reform as described in the White Paper an Action Plan was developed. It consists of 98 clearly defined actions which can be roughly divided into three main sections independent but interlinked:

1. Priority setting, allocation of efficient use of resources. This includes Activity Based Management (ABM), Externalisation and Reform of the Management of Community Aid.
2. Human Resources.
3. Audit, financial Management and Control which includes such items as the Internal Audit Service, the creation of a Central Financial Service.

All these must be seen as instruments to implement the Reform but perhaps the single item which is not directly mentioned and which most requires a leap in mentalities is the move towards results. The work of the Commission should be result oriented and not in-put led, as has been the case for many years. If one says results are means good results, quality results.

Let us briefly look at each of the main points of reform.

### **Promote a real service-based culture**

From a procedure-oriented to a policy-oriented organisation  
Serving European citizens' needs and demands  
5 main guiding principles of the Reform:

- Independence
- Responsibility
- Accountability

- Efficiency
- Transparency

### **An integrated approach**

Three main building blocks:

- Reforming the process of setting priorities, allocating and using resources in an efficient way
- A new human resources policy and a coherent framework on ethical standards
- An overhaul of financial management and control systems

### **Priority setting, programming, allocation of resources**

Concrete proposals include:

- Establishing a comprehensive Activity Based Management system (ABM)
- Striking a better balance between internal and external management of activities
- Promoting more efficient and performance-oriented working methods

### **Priority setting, programming, allocation of resources**

Main issues:

- Lack of cohesiveness between programming of activities and the allocation of the necessary human and financial resources
- Lack of cost-awareness culture
- Failure to adequately translate political priorities into decisions

### **Activity Based Management (ABM)**

Main elements of management by activities:

- Strategic planning and budgeting

- Operational programming and management
- Monitoring and reporting
- Evaluation
- Internal Audit

Implementation through:

- Strategic planning and programming cycle and related function
- Activity-based IT tools (IRMS)
- ABM practice and learning by doing
- Strengthening of Evaluation system

#### **Developing an externalisation policy**

- Delegation of all or part of tasks and activities
- Devolution / decentralisation / contracting out
- Rationalise current practices
- Criteria and typology (no “one size fits all”)
- Testing
- Communication in September 2000

#### **More efficient and performance-oriented working methods**

- Action plan on administrative simplification
- Promoting best practices: the “Ideas bank”
- Promoting responsibility
- Cutting red-tape on management decisions
- Better use of ICT systems and facilities

## **Human resources policy**

General considerations:

- Policy has evolved, staff policy has not
- Ensure the right staff for the right tasks
- Develop talents and reward them
- Promote mobility
- Adapt rights and obligations

Main targets of reform process include:

- Improved management selection
- Focused recruitment
- Career development
- Continuous training
- Assessment and under-performance
- New rules for non-permanent staff
- Working environment and equal opportunities

## **Developing a clear and coherent framework for ethical standards**

- A whistle-blowing system to clarify the rights and the obligations of officials who report wrongdoing
- Fair and efficient disciplinary procedures (ie, more consistency and professionalism)
- Attorney's office and Inter-institutional disciplinary board
- Awareness raising / rights & obligations



## **Audit, financial management and control: issues**

### Objectives:

- Ensure proper responsibility of authorising officers and of the whole management line
- Update of financial management, control and audit systems
- Measures for an increased protection of Community's financial interests

## **Audit, financial management and control: proposed measures**

- Abolition of ex-ante control (visa)
- Creation of Internal Audit Service
- Creation of Audit Progress Committee
- Creation of a Central Financial Service
- Transition phase
- Measures to protect Community's financial interests

The conjugation of all the above actions is aimed at improving the quality of the Services, improving the results obtained, improving efficiency. Many of the steps described require a change of mentality, of approach especially that connected to result orientation rather than in-put, as has been the case for many years.

The Reform being initiated will take some time to bear fruit. Results will not be immediately visible. The reforms should correct the shortcomings noted from the past and establish a sound foundation for the time the Union will grow through enlargement. We are all concerned, at all levels, and the effort of each will result in success for all.



# Total Quality Management at Commission Services

## ***The Best Practices & TQM Network***

Mr. A. SILVA MENDES  
DG ADMIN, European Commission

### **1. Changing Process ...**

- Better Quality service
- World Class Organisation
- Excellence
- Customer Satisfaction

### **2. Quality in the Context of the White Paper**

*White Paper - Part I:*  
*III.3 Performance-oriented working methods*

... Areas for attention ... and introducing quality-management techniques which are already in use in parts of the Commission.

*White Paper - Part II:*  
*Action 20 Cross-fertilisation, teamwork and quality of services*

... Some guidance to promote inter-departmental networks will be needed. ... An examination of the scope for greater use of the 'service agreement' approach will be carried out. ... the potential for using modern quality assurance methods will be examined: a number of Commission departments already use quality management techniques.

### **3. Quality ...**

- Linked to products and services (conformity, excellence at a competitive level)  
*Features and free from deficiencies*

- A new strategy of management (based on everybody commitment, on the continuous improvement processes, on customer and employee satisfaction and on the environment protection in all phases of the life cycle).

#### **4. Lisbon Commitment - Quality Policy for Public Administrations in the EU**

The Directors General encourage the Public administrations in the EU to promote the use self-assessment tools for continuous improvement of the public services for supporting the development of a citizen-oriented Administration that provides high quality services.

#### **5. DG ADMIN Involvement**

*Network on Best practices and TQM*

*Mission:*

“To stimulate the improvement movement of the services by putting together the interested people for sharing and disseminating the lessons learned from the experiences of applying the quality management tools and concepts (using the relevant management systems: ISO 9000, the CAF and the European Excellence model [EFQM model])”

#### **6. Tools & Strategies**

Total Quality Management

- ISO 9000
- Self-assessment
- Benchmarking
- Problem solving

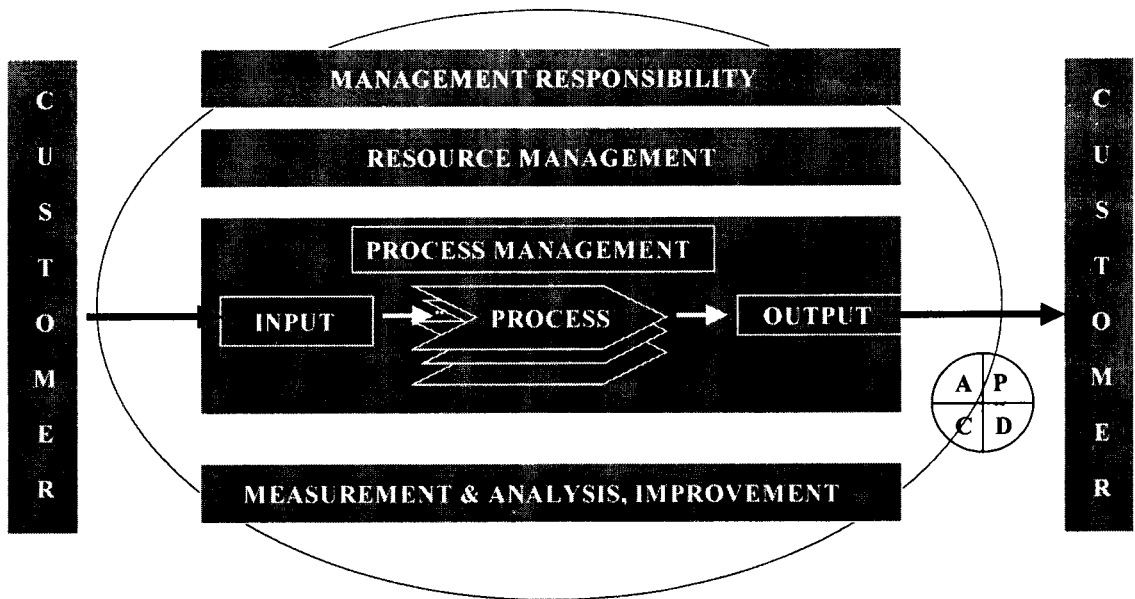
#### **7. What is Total Quality Management?**

A different style of Management *Working better and spending less. Working smartly.* Based on: ...

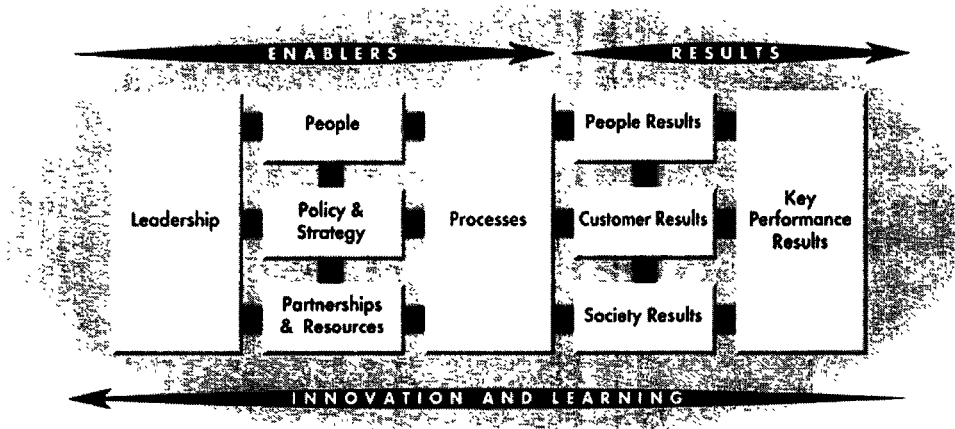
- **Customer Orientation**  
*clients (ext. Int.), do it right*

- **Empowerment**  
*top management commitment, empower staff, teamwork,*
- **Process Oriented**  
*organise by process not function, continuous improvement*
- **Measurement**  
*evaluation, self-assessment*
- **Job Satisfaction**  
*educate and train, tell people what is going, the office a good place to work*

## 8. ISO 9000



## 9. The European Excellence Model\*



The model is managed by EFQM

## 10. Common Assessment Framework (CAF)

The CAF has three main purposes

- To serve as an introductory tool for public administrators who want to improve their managerial skills and may be interested in applying QM in their own organisations.
- To act as a "bridge" across the various models and methodologies in use in QM in public administration in the various EU countries. Introducing some measure of comparability between different systems, and
- To allow the introduction of benchmarking studies between public sector organisations.

Compared to a fully-developed QM model, the CAF is a very "light" framework. But this very "lightness" enables the CAF to maintain compatibility with the main models (such as the Speyer or EFQM).

## 11. Benchmarking is ...

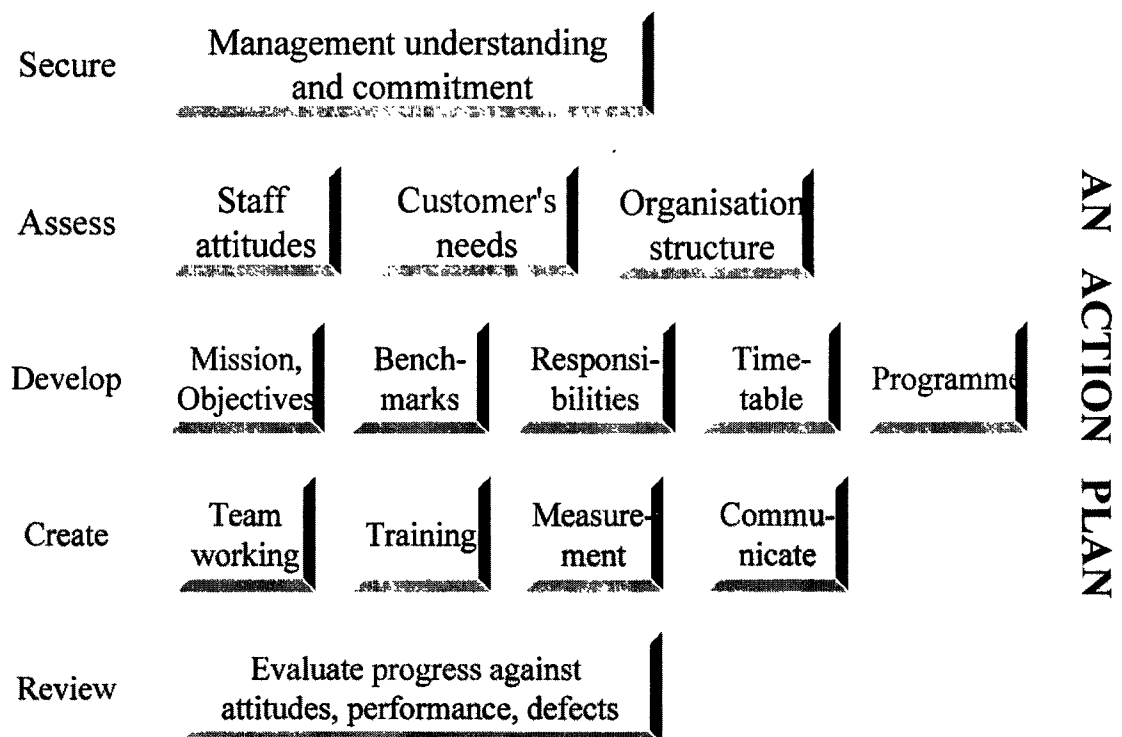
- to identify key areas to improve
- to identify best practices

- to analyze/study best practices
- to implement improvement actions
- to monitor results

## 12. Benchmarking will...

- avoid reinventing existing solutions;
- facilitate “breakthroughs” by improving practices and accelerating change;
- drive and direct reengineering.
- encourage the stretching set of goals;
- overcome Not Invented Here complex.
- lead to anticipating and heading off new competitors.

## 13. A Quality Management Initiative



## **14. Concrete Steps to be Undertaken by the**

### *“Best Practices & TQM” Network*

- ☒ To create a TQM web site (in EuropaPlus) onto disseminate the relevant information (the Lisbon Commitment, the CAF, the TQM network activities, links to key sites on these issues,...)
- ☒ To adapt the CAF to the Commission / DGs languages.
- ☒ To create a cycle of workshops on TQM principles and tools

## **15. “Best Practices & TQM” Network**

### *Web site:*

- Home page
- Mission, objectives and strategy,
- Membership
- Meetings:
- Library, Documents, best practice cases
- Forum
- Events
- Links

## **16. Final Considerations**

- Improve performance is a must for organisations
- It requests the commitment of everybody
- It is facilitated by the use of simple tools (problem solving, etc.)
- It is for the management to give the necessary orientation, impulse and resources



## **Total Quality Management at Commission Services**

### ***Total Quality Management at the Joint Research Centre***

Mr. Freddy DEZEURE  
CCR, European Commission

The Joint Research Centre started quite some time ago with the implementation of quality systems. Two of its departments are ISO 9001 and three of its labs EN45001 certified. Last year the JRC adopted the EFQM (European Foundation for Quality Management) Excellence model. This model, in line with TQM, focuses on customers and provides structured methods and tools proven to be efficient in a wide range of European organisations, both in the public and private sector. It creates a mechanism of continuous improvement, integrated in the normal business processes and planning cycle, encompassing the whole organisation in all its aspects and empowering staff at all levels.

The EFQM-model is being applied using "self-assessment" and teamwork. The advantage of this method is that it allows staff to assess their own organisation compared to an objective scale of excellence and to benchmark it with comparable organisations. Staff is encouraged to re-examine its operations and to make suggestions for improvement. Consensus building and exchange of best practices across the organisation are stimulated.

#### **Example of Implementation of the EFQM-Model at the Joint Research Centre**

- The whole top management received a two-day training on the EFQM model, followed by a full day brainstorming on the strategy, resulting in a strategy document.
- A Quality Group with representatives of all departments (including trade unions) has been set up to co-ordinate the development and implementation of the quality approach. All received a two-day training on the EFQM model. Meetings take place on a monthly basis.
- The wording of the EFQM model and tools has been adapted to the organisation's culture.

- A web-site detailing the objectives, methods and implementation programme was set up, accessible to all staff (<https://secwww.jrc.cec.eu.int/tqm/>).
- More than 25 management meetings were held at department and DG level to raise middle management (Heads of Unit and Project managers) awareness on TQM. They also received a two-day training on the EFQM-model.
- All staff was given the opportunity to attend an information meeting, organised by each department. At each information meeting, an external witness from industry or public sector shared his/her experience in developing TQM within its own organisation. On average, attendance by staff was above 60%.
- Self-assessment teams staffed by volunteers (about 10% of staff), representing a cross-section of staff, were set up. Members received a half-day training on the EFQM model and tools.
- The self-assessment teams proceeded to a full-scale assessment of their department, resulting in a report on the present situation, a scoring, a list of best practices and areas to improve.
- A comprehensive overview of “vital few” areas to be improved on institute-level and on JRC level was been decided by management and improvement teams were set up to tackle them.
- Best practices are being exchanged across the organisation.
- A customer results survey is being performed at the moment to serve as input for the discussion about next year’s workprogramme. The results will also be fed into next year’s self-assessment.
- A staff opinion survey (2500 staff, six languages) will be performed before the end of 2000.

The whole process was started at the Joint Research Centre in February 1999, the first assessment reports were finalised end of April 2000. At the JRC the Internal Audit Unit is carrying leadership for the TQM-project as a proactive and participative approach towards improving the organisation.

The JRC considers the introduction of TQM as an important contribution to the implementation of its mission. The first results are tangible and very encouraging.

## **Total Quality Management at Commission Services**

### ***Total Quality Management in EUROSTAT***

Mr. Werner GRÜNEWALD  
EUROSTAT, European Commission

Eurostat, the Statistical Office of the European Communities, has launched its quality approach more than 6 years ago. The office has decided to use Total Quality Management (TQM) as appropriate philosophy and the EFQM model as theoretical background for the daily work. Based on a specific definition of quality for statistical products and services, Eurostat developed its business plan ("Corporate Plan") including Eurostat's mission and its objectives, amongst others. In order to implement the goals and objectives of the business plan, appropriate tools and actions were defined at unit as well as at office level ("Qualistat"). Examples are given, and it will be shown how the results of Qualistat activities can be used as a basis for concrete improvement actions. The last part of the presentation will be devoted to a summary of the core experiences in Eurostat's quality approach so far.

#### **1. Objective**

To inform about Eurostat's activities and experience so far in the field of quality and quality management

#### **2. Basic Elements of Eurostat's Quality Approach**

- Total Quality Management (TQM) has been selected as the appropriate philosophy and the EFQM model as the appropriate theoretical basis to put the corporate plan of Eurostat into practice
- The EFQM model has to be adapted to the situation and needs of Eurostat

#### **3. Basic Definition of Quality**

"Quality is the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs"

(ISO norm 8402)

#### **4. Eurostat's Corporate Plan**

- Mission statement: "To provide the European Union with a high-level statistical information service"
- Fixing of aims, definition of roles, description of legitimacy, values, strengths and weaknesses as well as threats and opportunities, fixing of short-term and medium-term visions

#### **5. Eurostat's Objectives**

- Serving the Commission, other European institutions and external users
- Helping to develop the European Statistical System
- Boosting staff motivation and satisfaction
- Improving the quality of our products and services
- Boosting our internal productivity

#### **6. "Qualistat": Quality in Statistics**

- Quality initiative of Eurostat to achieve the objectives of its corporate plan
- Basis: quality related work in all units
- Support through horizontal activities summarised under the term "Qualistat", implemented by key units across Eurostat

#### **7. Examples of Qualistat activities**

- Unit development plans
- User and staff satisfaction surveys
- Process and project management
- Quality reports
- Training and Communication
- Office-wide performance indicators

## **8. Office-Wide Improvement Actions**

- Office-wide improvement actions serve as basis for future quality assurance of the underlying processes
- Office-wide improvement actions are based on results of Qualistat actions
- Examples: Management training kit, tool for first aid about mobbing/harassment, strategy for better CD communication, tool for the evaluation of manager's performance

## **9. Lessons Learned**

- It is a long way to quality, but there is no alternative
- Involvement of the top management is crucial
- Partial resistance across all staff, particularly amongst the management
- Support of qualified external consultants can be of great help
- Crucial elements are communication, training, and involvement of all concerned ("bottom-up" approach)
- Use objective information such as appropriate indicators for all decisions
- Regular, contemporary and objective information about the development
- The identification of weaknesses is not enough; improvement actions have to be launched in time and their implementation has to be followed
- Don't launch too many actions at the same time
- Use a theoretical framework like the EFQM Excellence model

## **10. First Benefits**

- First signs for a changing business culture
- Thinking in terms of internal and external customers in the daily work
- Improved relations with the (main) partners in the Commission and the Member States
- Involvement of all grades



# Qualité et technologies de l'information

## **Qualité dans les services du "Data Centre"**

Mr. André BODART  
Direction Informatique, Commission européenne

### **1. Expérience de la Qualité au Data Centre**

- Le Data Centre (Admin-DI/06)
- Les tendances
- L'approche service
- Les actions qualité
- Quelques conclusions

### **2. Présentation du Data Centre**

- SERVICES COMMUNS
  - Qualité, Disponibilité, Sécurité
- 30 SERVEURS
  - WEB (EUROPA - EUROPA*plus*)
  - Documentaires (CELEX, RAPID, ...)
  - Statistiques (NEWCRON, COMEXT, EUROFARM,...)
  - Communication (INSEM, CIRCA, ...)
  - Administratifs (SINCOM, SYSPER, SIC, ADONIS, ...)
  - Traduction (EURAMIS, SYSTRAN, ...)

### **3. Les Services du Data Centre**

- Hébergement de 366 systèmes d'information
  - 316 UNIX, 44 propriétaires, 6 NT
  - Corporate, Locaux, Web Local
  - 82 Politique, 130 Administratif, 104 Diffusion

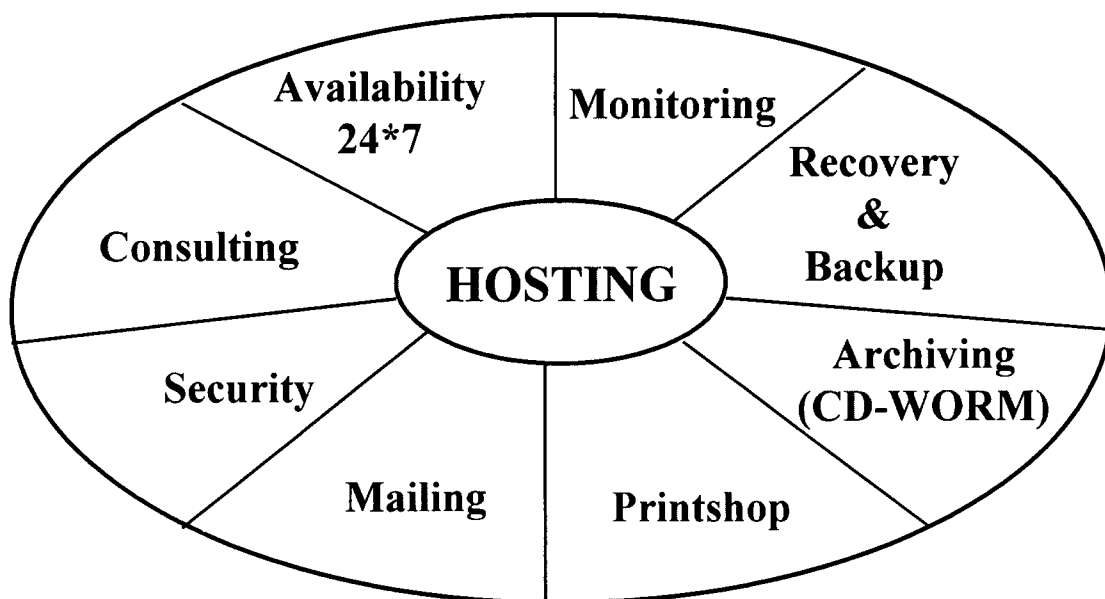
- *Diffusion de l'Information*

- EUROPA, EUROPA*plus*, EUROPA*team*
- 140 Millions hits/mois .1 million pages statiques 80 bases de données

- *Courrier électronique*

- 8 millions messages/mois, croissance 65 %
- Projet INSEM3

#### 4. Les sous-services associés



#### 5. Les Tendances au Data Centre

- CALCUL → Gestion de l'INFORMATION institutionnelle
- Ressources TECHNIQUES → QUALITE de Service
- Service DC → Service de bout en bout (DI)
- Croissance 30 %/an → 60 à 100 %/an'
- Nouveaux services: (Back-up, Site Secours, bases locales)
- Contexte e-Commission



## 6. Conséquences

- De “Centre de Calcul” à “Data Centre”
- Un “Changement culturel” (*DG* et *DC*)
- Des nouveaux besoins
- Une Infrastructure performante et sécurisée
- Une consolidation des services de la DI

## 7. L'Approche service du Data Centre

Partenariat:

- Trois outils
  - “Quality Plan”
  - “Service Level Agreement” (SLA)
  - “Tableau de bord”

## 8. Le “Quality Plan”

- Description précise du Service
- Procédures pour garantir la qualité, la sécurité
- Organisation et responsabilités du Service
- Interactions avec d'autres Services

## 9. L'Approche service du Data Centre: Le SLA

Un SLA par DG

- Niveau de service (indicateurs)
- Responsabilités / Contacts / Escalation
- Planification des ressources

- Planning des Indisponibilités
- Spécificités (Négociations)
- Réunion de suivi

#### **10. Un Groupe de Travail - IRM/DC**

- Amélioration de la qualité des services
- Evaluation des besoins futurs (2001-2003) des DG.

#### **11. Les actions en matière Qualité (*court terme*)**

- Définir-les "Quality Plan" (juillet 2000)
- Simplifier le "Service Level Agreement" (fin 2000)
- Améliorer les mesures (fin 2000)
- Tableau de bord (fin 2000)
- Réactualiser le Site Web du DC (fin 2000)

#### **12. Les actions en matière Qualité (*moyen terme*)**

- Modèle de répartition des coûts (T2/2001)
- Processus de certification (T1/2001)
- Elaborer les Guidelines (T1/2001)
- Service archivage/stockage (2002)
- Projet EUROPA2 (S2/2001)
- Projet "SECURE-E-MAIL (S1/2001)

### **13. User Forum: être à l'écoute**

- Mandat:
  - Assurer continuellement l'adéquation de l'offre et des besoins
- Fonctionnement:
  - Janvier: Rapport activité/Workplan
  - Mai: Suivi des actions
  - Septembre: Préparation budget
- 2 CTI (mars, octobre)

### **14. Conclusions: Le gain c'est ...**

*... UN MEILLEUR SERVICE, tout simplement,*

- Notre offre est adaptée aux besoins
- DG se concentrant sur les "CORE BUSINESS"
- Motivation de notre personnel, entre techniciens
- Meilleure connaissance des besoins/évolution

*... ET UNE MEILLEURE CONNAISSANCE DU DATA CENTRE*



## **Qualité et technologies de l'information**

### ***Quality Assurance for Telecommunications and Network Services***

Mr. Reinhard KROMMES  
Direction Informatique, Commission européenne

#### **1. ADMIN - DI - 05: Telecommunications and Networking for**

- More than 28 000 internal connections for voice and data each in 35 directorate generals
- More than 500 information systems (Data Centre and local)
- Major locations in 3 countries and more than 80 buildings
- More than 130 representations and delegations world-wide
- Connecting to the European citizens
- Connecting to members states administrations
- Connecting to the other institutions
- Connecting to other external partners

#### **2. The Vision**

- Support the e-Commission plan with leading edge networking technology
- Fast and secure access to ICT resources anywhere - anytime
- High-performance and secure connectivity to external partners

### **3. The Mission**

- Defines and develops the telecommunications and networking infrastructure for the Commission
- Manages the internal voice and data networks of the Commission
- Manages the connections between the internal networks of the Commission and the external world
- Manages and ensures, in co-operation with the Protocol and Security Service, the protection and security of the Commission's networks
- Manages, in collaboration with the relevant services, the installations and moves of networking equipment within and between the Commission services

### **4. Services**

- Internal data network service (SNet)
- Fixed and mobile telephone service
- Video distribution service
- External connectivity and remote access services (WAN, VPN, Internet)

### **5. Service Delivery**

- Listen to the customer (end user - ICT community)
- Know and use the market
- Proactive planning and strategic control (products, services, security and quality standards)
- Well defined service portfolio towards customers in the Commission
- Provide services through selective outsourcing contracts with service definitions, SLA's and benchmarking exercises

## **6. The Quality Tool Box**

- Do it right the first time - built in TQM
- Service plan - quality plan - evaluation
- Generic SLA for each service
- Customer specific SLA's based on generic SLA
- SLA based quality control of outsourced services
- Contingency planning
- Problem solving and process improvement cycles
- Service reengineering and management improvement cycles

## **7. Examples**

- SNet Data Network
- Mobile Communications

## **8. SNet Data Network - Scope**

- Plan, run and further develop the high performance and high quality IP-data network at multiple locations and a large number of buildings
- Architecture, planning and topology with in-house staff
- Regular interactions with building management, moves management and local IT teams
- Three-tier outsourcing:
  - Interconnection network
  - On site installation, reconfiguration and troubleshooting (SURE)
  - Network management centre (SNMC) and technical support

## **9. SNet Data Network - Service**

- Integrated management of all data network elements
- Generic SLA to customers (DG's) – mutual commitment
- Single access point for customer requests (Central Help Desk)
- Single reference data for quality parameters (Central Help Desk)
- Covers operations, configuration, inventory (tech), accounting, fault handling, performance & security management
- Engineering and consulting services

## **10. SNet Data Network - Customers Quality Process**

- Single set of performance metrics for the entire service delivery process
- Customer satisfaction
- Conformance of service / intervention procedures, schedules and delays
- Availability, transmission delay (backbone, intra/inter-building, access point)
- Network security evaluation

## **11. SNet Data Network - Providers Quality Process**

- DI-TR with internal partners and outsourcing contractors
  - Conformance of internal procedures (installations, moves)
  - Contract steering Committees
- On site interventions quality targets
  - Administration and documentation of on-site interventions
  - On-site interventions staff availability and responsiveness
  - Timeliness and accuracy of on-site interventions



- Network management metrics
  - SNet performance (availability, throughput, response time, fault management)
  - SNet security (access management, currency of access information, access violation reports)
  - SNet service accounting and reporting metrics

## **12. Mobile Communications - Scope**

- Transit from exceptional need to use a mobile phone to an integrated device to access any ICT service
- The medium term will show increase in mobile communications needs going along with more functionality, performance and cheaper prices
- EC allocation rules allow for certain groups of staff, specific tasks plus a pro-rata allocation to be managed by each DG
- Outsourcing to mobile operator

## **13. Mobile Communications - Service**

- Generic SLA to customers (DG's – individuals)
- Focused service contract for mobile
- Single access point to service (one stop shopping)
- Subscription management
- Billing and accounting
- Mobile equipment and accessories provision
- Support, documentation and training
- Replacements and repairs

## **14. Mobile Communications - Quality Process**

- Mobile network compound quality indicator
  - Network availability
  - Congestion rate
  - Calls completed - dropped calls rate
  - Voice quality
- Equipment and subscription provision metrics
  - Delivery / installation time for equipment
  - Time for subscription activation / modification
  - Repair time
  - Time for information / documentation availability
- Support metrics (Call Centre for end users)
  - Call Centre availability
  - Open / solved trouble tickets
- Pricing / Billing metrics
  - "Most favoured customer" / benchmarking
  - Timelines / accuracy

## **15. Things to do**

- Cooperate with customers and suppliers in a permanent effort of improving and reengineering services, processes and quality management
- Align customer access and workflow for the entire service portfolio
- Redesign and complete service and quality information to customers
- Cover data and voice infrastructure with single process and subcontracting for on-site interventions

## **Qualité et technologies de l'information**

### ***Quality of IT Systems and Quality Management in IT Projects***

Mr. Frank JANSSENS  
DG TAXUD, Commission européenne

Quality management has become an important issue in DG Taxation and customs Union because of the complexity of recent projects. The Transit Computerisation Project, which has as objective to computerise the existing paper based Common Transit procedures, is based upon the co-operation of the national administrations of 22 countries (15 Member States and 8 so-called 'third countries').

The Commission has contracted out an important part of the work to commercial companies by means of a call for tender, which was divided in several lots. This has led to 4 companies working at present for the project. The approval, acceptance and transfer of products becoming available for the project, has necessitated the creation of strict quality standards and the control of the respect of agreed procedures and levels of quality.

The present text has the objective of describing the organisation of the quality system put in place for the transit computerisation project and to provide some comments where appropriate.

#### **1. Overall Framework**

##### **1.1 At the Level of the Directorate General.**

Since several years DG Taxation and Customs Union is using a methodology called 'Maxxime' for the set-up and management of all information technology projects. This methodology is applied in all projects of the DG and ensures a uniform approach in the various projects existing in the DG. Maxxime does not only provide a high level approach, but also detailed manuals which can be of use during the project management life cycle.

At the moment the methodology is under review in order to update certain parts, to complete it further (especially in the domain of operations) and to create a version which will be available on-line (web-based). For the moment the documentation is available in printed format and partially on CD-ROM.

Each project is allowed to divert from the methodology used, but these diversions need to be properly documented in the project documentation.

## **1.2. At the Level of the Project**

Each project has 'Terms of Reference' which describe the background, the goals and objectives and the mandate of the project. This document describes in general terms the environment in which the project is being realised, the reasons for its existence and the framework in which the objectives will have to be reached. It also lays down the responsibilities of the persons and bodies involved in the project. In general a steering committee is created to take responsibility over the project in question.

The 'Transit Computerisation Project' has drafted and obtained agreement on Terms of Reference which are limited to the first two phases of the project (up to and including the development of the applications, as well as a pilot phase). Subsequently the document is being updated to take into account the organisation of full-scale operations.

A second important document at the level of the project is the "Project Quality Plan". The 'Project Quality Plan' (PQP) provides the overall rules, procedures and quality standards for the project activities. The PQP is applicable to all partners in the project.

## **2. Detailed Organisation of the Quality Management.**

### **2.1. Specific Quality Plans.**

In completion of the PQP, which is valid for the whole project, a specific Quality Plan (SQP) is prepared for each Specific Agreement signed under a framework contract with one of the companies working for the project.

This SQP lays down the finer details of the contractual obligations, but also provides a detailed planning for the actions covered under the agreement. The respect of the planning is very important in larger projects, because often other companies or national administrations are waiting for the acceptance of deliverables (mainly documents of software) to be used as the starting point of their own activities.

## **3. Review and Acceptance of Project of Documents**

Each document submitted to the project as a deliverable is subject to review. In principle the review is always provided to the quality contractor for review. Also competent persons within the central project team (working within the Commission premises) participate normally in the review. Comments are

logged by means of an agreed procedure and (electronic) format. The quality contractor ensures the consolidation of the comments.

All comments have to be made within an agreed time frame and are delivered in their consolidated format to the author. Then the author has to respond for each comment whether he agrees to implement certain changes, refuses the comment or wishes to discuss it. In most cases a review meeting is held to agree on the way forward for a number of comments. The report of the meeting must enable the author to update the document. If there are no problems the author can start immediately the update of the document. After update the author submits the document for approval. A verification is made if the comments have been taken into account as agreed. If the verification shows that no errors have occurred, then the document can be approved.

#### **4. Acceptance of Software.**

First of all the development of software applications is performed in accordance with the quality procedures in place (cfr. supra). For the acceptance of software developed, testing is very important. After completion of the development of the application developers will organise so-called 'Factory Acceptance Tests'(FAT). These tests are held in the premises and with the equipment of the developers. Test scenario's are agreed on before hand with the Commission service responsible. The QA Company and/or the Commission has the right to be present during the FAT. Delivery of the application can only take place if the application has passed the tests without difficulties. In case of difficulties the tests can be stopped, repairs can be made and then the tests can be rerun.

After delivery the so-called 'Site Acceptance Tests' (SAT) are held. The SAT are held in the premises and on the machines of the company responsible for the operations. In preparation of the SAT there is the 'pre-SAT', which includes training of the operators, briefing on the test scenario's, etc. The SAT starts with a meeting where all parties are briefed. The parties are the test operators, the QA contractor who has the overall responsibility and the Commission. The developer may participate as an observer. The tests are composed of a number of tests scripts, which are developed by an independent party (QA or the company dealing with the specifications). All tests are executed one after another and results are noted in a report. Tests cannot be interrupted for repairs.

Once the Sat is completed, a full report is drawn up and made available to the developer. If no problems occurred, the application can be accepted. If on the other hand problems were encountered, then the developer has to make the necessary corrections and the SAT will have to start all over again. In other words all tests have to be done again and not only the ones that failed. This is to ensure that a correction at one point does not generate a new failure at another point.

## **5. Quality Control of the Operations.**

The operations of course also need to respect the overall quality requirements. Further more the QA contractor has organised a monitoring of the main services rendered.

The agreed quality standards and the respect of these standards are written down in a 'Service Level Agreement' (SLA). The SLA foresees the minimum values that need to be obtained for the services rendered. This can be response time for the helpdesk or technical centre, availability of on-line services, etc. Most of these services are measured automatically by an appropriate tool. Some manual checks do exists in areas which are more difficult to automate.

The services rendered in relation to the operations are reported in the Monthly Service Report. In case of non-respect of the minima inscribed in the SLA, penalties can be applicable.

## **6. Conclusion**

The high level of efforts put into quality has definitely had a positive impact on the progress of the project and the reliability of the deliverables. This is seen as a necessary condition in a complex project such as NCTS, where the Commission services, 22 countries and several contractors have to work together. Nevertheless the project plan must take into account that budgetary provisions are in place to set up and implement a quality system.

## **Qualité et technologies de l'information**

### ***Rédiger des procédures sur le fonctionnement d'un service?***

#### ***Pour quoi faire?***

Mr. Bernard LAVOREL  
DG DEVELOPPEMENT, Commission européenne

#### **1. Que représente un service?**

Tout service représente un ensemble de compétences et une somme d'énergies. L'art du responsable du service est d'en tirer le meilleur parti possible afin d'atteindre les objectifs fixés à son service.

#### **2. Comment organiser un service?**

- Dans ce but, il doit, sur la base des objectifs fixés, identifier d'une part les tâches à accomplir pour y parvenir et d'autre part les compétences nécessaires dont il doit disposer.
- Il doit ensuite répartir la charge de travail entre tous de manière harmonieuse et équilibrée, et définir et coordonner les tâches de chacun pour éviter qu'une partie de l'activité ne soit prise en charge par personne

#### **3. Améliorer la performance**

- Ainsi, analyser les activités du service et identifier la part que prend chacun dans ces activités représente bien une tâche primordiale pour celui qui vise à améliorer la qualité du service rendu.
- L'aboutissement de cette analyse, c'est la rédaction des procédures.

#### **4. Qu'est-ce qu'une procédure?**

La procédure est un document structuré qui décrit, pour une activité donnée, l'objectif à atteindre, le déroulement souhaité de l'activité avec les moyens mis en œuvre et les intervenants, ainsi que, sous forme de documents associés, les circuits d'information et de contrôle mis en place.

## 5. Exemple de procédure

Gestion administrative de l'arrivée d'un nouvel utilisateur d'informatique à la DG  
Developpement

### Procédure du service informatique

#### Gestion administrative de l'arrivée d'un nouvel utilisateur à la DG Dev

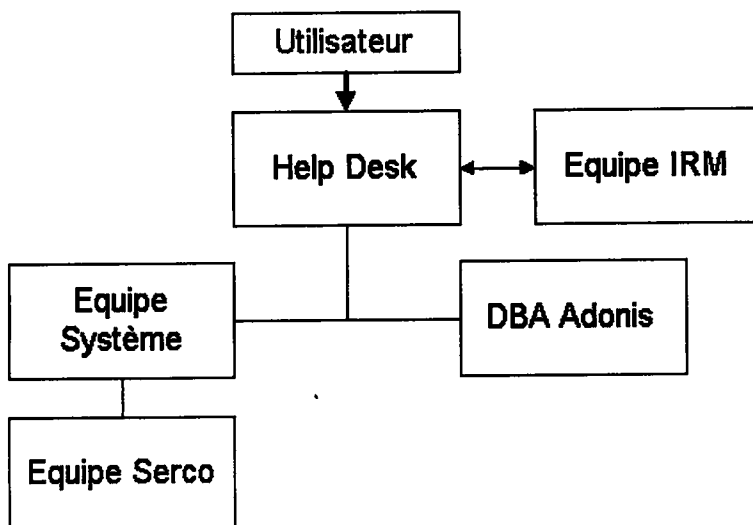
Numéro :	1
Version :	2
Date d'application :	1/09/2000
Auteur :	J-B Demorcy
Relu par :	BL et RB
Approuvé par :	BL
Dernière modification :	7/8/2000

#### OBJET

Cette procédure a pour but de décrire les différentes étapes qui doivent conduire un utilisateur à disposer d'un PC, d'une connexion au réseau, d'une boîte aux lettres électronique ainsi que des accès aux applications spécifiques.

#### PROCEDURE

#### Schéma récapitulatif





## **1/. Intervention du Help Desk**

- L'utilisateur doit remplir 2 formulaires:
  - un formulaire (1) à l'attention de Gestel (qu'il faxe au numéro indiqué): ce formulaire permet la création de l'utilisateur dans le répertoire téléphonique et dans la base CUD.
  - un formulaire (2) de demande d'accès au système informatique de la DG: si l'utilisateur est non statutaire, le formulaire doit comprendre une date de fin de contrat ainsi que la signature du chef de l'unité Ressources Humaines.
- Le Help Desk s'assure que les nouveaux utilisateurs ont bien rempli et transmis les formulaires requis; il sert de relais entre eux et les équipes informatiques.

## **2/. Intervention du secrétariat IRM**

- Le formulaire (2), agrafé au récépissé du fax du document (1), est transmis au secrétariat IRM qui introduit une demande d'action dans le fichier gestdem\xx.xls (colonnes A à M) où sont reprises toutes les actions liées aux demandes des utilisateurs.
- Le secrétariat recherche dans la base CUD, en consultant un site internet sécurisé par un mot de passe (158.167.39.162:8082/cud/cudsearch.cfm), le login attribué par Gestel à l'utilisateur et le note sur le formulaire. En cas de retard, il faut appeler le n° 51800
- Le formulaire, portant un n° d'action, est transmis à l'équipe Système.
- Une copie du formulaire est transmise aux DBA Adonis/SIC

## **3/. Intervention des DBA Adonis/SIC**

Les DBA Adonis créent le nouvel utilisateur dans les bases de données afin qu'il soit référencé dans le système et lui accorde les droits appropriés s'il doit utiliser effectivement l'application.

## **4/. Intervention de l'équipe Système**

- Vérification du formulaire (2) reçu

- encodage dans ELS des informations relatives à l'utilisateur figurant sur le formulaire.
- Création de l'utilisateur au moyen d'une procédure automatique
- Identification du matériel à installer.
- Mise à jour de la base ELS (réservation du matériel).
- Mise à jour du fichier gestdem\xx.xls (colonnes N,O,P et T)
- Attribution d'un mot de passe (à inscrire sur le formulaire)
- Le formulaire est transmis à l'équipe PC support avec copie au Help Desk +Technical manager

#### **5/. Intervention de l'équipe PC Support**

- Préparation (installation de la configuration standard et des logiciels spécifiques)
- Mise en place du matériel et information de l'utilisateur.
- Clôture de la tâche dans le fichier gestdem\xx.xls (colonne U: date d'exécution).
- Transmission du formulaire (2) au Technical manager

#### **6/. Intervention du Technical manager**

- Encodage de la localisation du PC dans ELS
- Encodage des logiciels spécifiques dans ELS
- Retour au secrétariat IRM avec copie à l'équipe Système portant le cachet 'done'.

#### **7/. Intervention du Secrétariat IRM**

Mise à jour gestdem\xx.xls (colonne V) et classement

## Documents de travail à produire

### 1. Secrétariat IRM:

- Accès et manipulation du site CUD
- Ouverture d'une action dans 00.xls
- Encodage des logiciels dans ELS

### 2. LSA:

- Encodage de l'utilisateur dans ELS
- Clôture d'une action dans 00.xls

### 3. PC SUPPORT:

- Clôture d'une action dans 00.xls
- Actions à réaliser lors de l'installation d'un PC

### 4. Adonis:

- Création d'un utilisateur

### 5. SIC:

- Création d'un utilisateur

### 6. Technical manager:

- Encodage de la localisation du PC dans ELS

## Informations complémentaires

- Les deux formulaires à remplir par le nouvel utilisateur sont disponibles sur le disque G:\Forms:
  - gestel.doc: le formulaire à l'attention de Gestel
  - acces.doc: le formulaire de demande d'accès au système informatique de la DG
- Le fichier reprenant les actions payantes réalisées par l'équipe PC support est disponible sur I:\Syst8\invent\gestdem\00.xls

Il est de coutume de remplir un formulaire de demande d'accès différent pour ce qui est des accès aux applications spécifiques (Sic Personnel / Mission – Griot etc.) et ce pour éviter de perdre du temps à attendre les différents visa nécessaires à l'obtention de ces accès.

### **Codes à utiliser dans ELS ('Equipment status') pour définir la situation du matériel:**

- In stock non attribué, en attente dans le local de stockage (G-12 1/100)
- In use attribué à un utilisateur et utilisé par celui-ci
- Available non attribué, en attente dans un bureau utilisateur
- Reserved attribué, en attente dans le local de stockage ou dans un bureau utilisateur
- Retrait déclassé, en attente de reprise par la DI
- Retrait DI déclassé, repris par la DI

### **Code utilisé dans ELS (case 'Position') pour indiquer une observation:**

- REM le texte se trouve dans IRM/remarks et éventuellement dans IRM/comment.

## **6. L'intérêt de disposer de procédures**

Elles permettent:

- de garantir le meilleur usage possible des compétences et de l'énergie au travail
- d'identifier dans un organisme au travail:
  - les secteurs d'activité,
  - les fonctions qui constituent la raison d'être de chaque secteur,
  - celles qui, pour être remplies, requièrent l'intervention de plusieurs secteurs
- d'identifier les différents acteurs au sein d'une même activité ainsi que le rôle joué par chacun des acteurs pour mener cette activité à son terme.

- de déceler les goulots d'étranglement ou les solutions de continuité dans le déroulement de l'activité
- en résumé, de mettre en évidence tout ce qui peut concourir au succès ou à l'échec de l'activité entreprise La rédaction de procédures n'est donc pas une activité inutile ou de luxe

## **7. Les procédures du Service informatique de la DG DEV**

- (01) arrivée d'un nouvel utilisateur
- (02) accès aux applications spécifiques
- (03) demande de matériel par un utilisateur
- (04) demande de logiciel par un utilisateur
- (05) prêt de matériel portable
- (06) demande de déménagement d'un utilisateur
- (07) départ d'un utilisateur
- (08) déménagement d'un fax ou d'un photocopieur
- (09) réinitialisation d'un mot de passe
- (010) commande de matériel ou de logiciel
- (011) réception et paiement de matériel ou logiciel
- (012) utilisation de la salle de cours
- (013) organisation d'une formation informatique
- (014) obtention d'un 'restore' de 'back-up'
- (015) développement d'une application
- (016) assistance à un utilisateur

## 8. Recommandations

- Cet exercice est tout à fait dans la ligne de la réforme de la Commission et fait suite à la description des postes
- L'aide d'une entreprise externe à l'Institution est souhaitable car elle a un regard neuf et critique.
- La certification ISO par un organisme autorisé peut être utile pour les services dont l'image vis-à-vis de l'extérieur a une importance vitale. Mais elle a un coût.

## **Qualité et technologies de l'information**

### ***Offre de la Direction Informatique concernant la qualité.***

Mr. Joaquim ALVES LAVADO  
Direction Informatique, Commission européenne

La présentation est structurée en trois parties:

- Le service «Quality Management». Il présente les outils qualité;
- Le modèle de gestion de la qualité adopté. Toute organisation doit adopter un modèle de gestion de la qualité, sur base des normes et modèles existants;
- Le plan qualité comme composante principale de l'offre de la DI concernant la qualité.

### **1. LE SERVICE «QUALITY MANAGEMENT»**

Qu'est-ce que le service «Quality Management»?

C'est un site accessible sur Europa+ à l'adresse suivante:

<http://www.cc.cec/di/di-services/comms/quality/index.htm>

L'offre de la DI concernant la qualité est faite au travers du service «Quality Management».

Le service «Quality Management» est un centre d'information sur la qualité qui met à disposition des outils d'assurance et contrôle de la qualité informatique.

La structure du site est la suivante:

- Bienvenue - Nouvelles
- Politique qualité
- Système qualité

- QUALINFO
- Assurance et Contrôle Qualité
- Bonnes pratiques - Cas de Succès
- Formation
- Liens Utiles
- Vocabulaire

Les pages «Vocabulaire», «Formation» et «Bonnes pratiques – Cas de succès» sont les composantes du service qui offrent les éléments de formation et doivent contribuer à créer une culture commune sur la qualité.

Le vocabulaire disponible dans le service «Quality Management» est extrait de la norme ISO 8402: 1994 et sera mis à jour sur base de la nouvelle norme ISO 9000: 2000. Il concerne les:

- Termes généraux;
- Termes relatifs à la qualité;
- Termes relatifs au système qualité;
- Termes relatifs aux outils et aux techniques;
- Autre vocabulaire.

Les actions de formation sont encore en préparation. Une première version «draft» du «Guide de la formation qualité» est déjà disponible. Les formations auxquelles nous donnons priorité sont :

- Plans qualité et «service level agreements»
- Qualité du logiciel
- «Self-assessment» - TQM
- Mesure de la satisfaction

Les bonnes pratiques et les cas de succès sont mis à disposition pour être utilisés comme exemple.



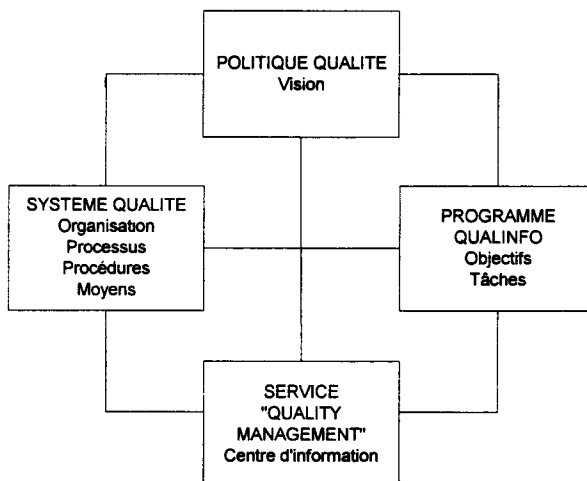
## 2. MODELE DE GESTION DE LA QUALITE

Nous conseillons la construction d'un modèle de gestion de la qualité basé sur les normes ISO 9000, version 2000 et sur les modèles CAF ou EFQM. Pour les activités spécifiques informatiques d'autres modèles ou normes peuvent être utilisés (e.g. ECMA, IEEE...).

Des liaisons aux sites ISO, EFQM... sont possibles à travers la page «Liens utiles» du service «Quality Management».

Notre modèle de gestion de la qualité se base sur 4 piliers: la Politique qualité, le Système qualité, le Programme QUALINFO et le Service «Quality Management».

Le service «Quality Management» met à disposition des pages qui expliquent la politique, le programme et le système qualité.



Le Système qualité est en construction et vise la mise en œuvre du management de la qualité. Il se compose de l'organisation, des processus, des procédures et des moyens pour la qualité informatique.

### 2.1. Politique qualité

La Politique qualité exprime la vision de la DI concernant la qualité:

- l'engagement pour la qualité
- la qualité pour nos clients
- la qualité pour le personnel

- la qualité pour la Direction informatique
- la qualité pour l'Institution

## 2.2. Programme «QUALINFO»

Le Programme QUALINFO contient la stratégie, les objectifs et les tâches à exécuter par le système qualité pour concrétiser la politique qualité;

La stratégie qualité est basée sur trois axes principaux:

- 1er axe - Mesure de la satisfaction du management, des utilisateurs et du personnel informatique pour obtenir un feedback et améliorer les services et produits informatiques;
- 2ème axe - Elaboration de Plans qualité associés aux projets, services et exécutions des contrats (services externes) et de «Service level agreements» associés aux services et contrats;
- 3ème axe - Promotion du TQM à travers un ensemble d'actions qui doivent avoir un impact important sur la qualité. La promotion du TQM passe par les actions suivantes:
  - Un exercice «Self assessment» annuel, sur base du modèle de qualité européen (EFQM ou CAF), pour l'identification du niveau de qualité atteint et de ce qu'il faut améliorer ;
  - Une vitrine qualité annuelle constituée par une journée avec des sessions de travail sur notre qualité ou pour traiter un thème concernant la qualité et les technologies de l'information;
  - La formation TQM composée des cours sur les procédures principales - mesure de la satisfaction, plan qualité, «service level agreement», qualité du logiciel...;
  - l'organisation et mise à jour du site web «service quality management».

Les objectifs de la politique qualité sont repris et détaillés dans le Programme QUALINFO.

Celui-ci, prévoit aussi les tâches nécessaires pour atteindre les objectifs. A chaque tâche est attribuée une priorité sur base de la stratégie. Les tâches prioritaires sont les tâches de mesure de la satisfaction, les plans qualité, les SLA et les tâches de promotion TQM. Les ressources nécessaires sont estimées sur base des tâches et priorités adoptées.

### **2.3. Système Qualité**

Le système qualité est «l'ensemble de l'organisation (structure organisationnelle et responsabilités), des processus, des procédures et des moyens pour mettre en œuvre la gestion de la qualité»<sup>1</sup>.

L'organisation qualité concerne tout le monde parce qu'elle est l'affaire de tout le monde. Des organes spécifiques ont la responsabilité de: décision (CD, CTI); proposition (CET-SQ, Groupe qualité DI/IRM...), avis (CQ), conseil (assistance externe) et exécution (personnel).

Les processus qualité concernent la politique qualité, le programme QUALINFO, le système qualité et le service «Quality Management».

Les procédures qualité ont été identifiées pour concrétiser les tâches du Programme QUALINFO. Elles sont composées d'une fiche qui décrit la procédure, des outils d'assurance et contrôle de la qualité et des exemples.

### **3. OUTILS D'ASSURANCE ET CONTROLE DE LA QUALITE: PLAN QUALITE**

Un Plan qualité est un «document énonçant les pratiques, les moyens et la séquence des activités» (ISO 8402 :1994:3.13) qui garantissent la qualité d'un processus (service, projet, exécution de contrat ...)

Les Plans qualité seront élaborés sur base du Guide d'élaboration des plans qualité [construit sur base des normes ISO 9000: 2000, 9004-1: 1994 (5.3.3), 9004-2: 1994, 10005: 1995 et 10006: 1995] et seront cohérents avec toutes les autres exigences du système qualité.

La page «Assurance et contrôle de la qualité» contient la fiche de la procédure Plan qualité, le Guide d'élaboration des plans qualité et un exemple.

Les Plans qualité associés aux services seront élaborés sur base du Service Quality Plan - Writing Guide. Ils peuvent aussi s'inspirer d'exemples existants.

Un Guide pour le plan d'assurance de la qualité du logiciel sera aussi adopté.

Les Plans qualité seront approuvés par tous les managers responsables du processus et seront utilisés comme outils d'assurance qualité, de management, de négociation et d'information sur le processus.

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<sup>1</sup> Norme ISO 8402, Qualité - Vocabulaire

## 4. CONCLUSIONS

Nous pouvons résumer notre présentation en trois messages:

- Adoptez un modèle de gestion de la qualité qui a fait ses preuves;
- Utilisez des plans qualité pour vos activités;
- Consultez notre service «Quality Management» et donnez-nous vos idées.

## Conclusions

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L'objectif de cette journée qui était d'échanger les expériences et les points de vues est atteint.

Il en est clairement ressorti que la qualité est un élément essentiel de la réforme.

D'autre part, le réseau "Best practices and TQM" (TQMnet) - groupe des responsables de la qualité dans les Directions Générales - assure la promotion du *Total Quality Management* et l'échange de *best practices* à la Commission. Il devrait organiser la vitrine qualité 2001 en y intégrant les *best practices* informatiques. De plus le site web de la DI relatif à la qualité devra se relier au site futur du TQMnet.

L'intégration de la qualité dans toutes nos activités informatiques consiste en un effort constant et permanent pour chacun de nos collègues pour obtenir des résultats fructueux.





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