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| QUALITY MANAGEMENT | |
| INTRODUCTION | |

DOCUMENT HISTORY

| Version | Date | Description | Action (*) | Pages |
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(*) Action: I = Insert R = Replace

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1 INTRODUCTION

1.1 Scope

The scope of this document is to describe CUST-DEV2's Quality Management approach.

1.2 References

| RD# | Title | Originator | Version | Date |
|-------|--|-------------|---------|-----------|
| [RD1] | TEMPO - Glossary of Terms (tmp-gen-gls) | DG TAXUD/R4 | 2.04-EN | 01-Aug-07 |
| [RD2] | Framework Quality Plan | CUST-DEV2 | 1.01 | |

Table 1-1: Reference documents

1.3 Acronyms and Abbreviations

A table with the used Acronyms and Abbreviations can be found in Annex 19 of the FQP.

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| PROCESS OVERVIEW | |

2 PROCESS OVERVIEW

2.1 Process Goal

The goal of Quality Management is to ensure that the quality objectives defined for the CUST-DEV2 contract are achieved.

Quality Management is performed on several levels:

- Quality Assurance;
- Quality Control;
- Quality Measurement;
- Continuous Service Improvement Programme;
- Risk/Issue management;
- Self assessment;
- Cooperation with the Commission audits.

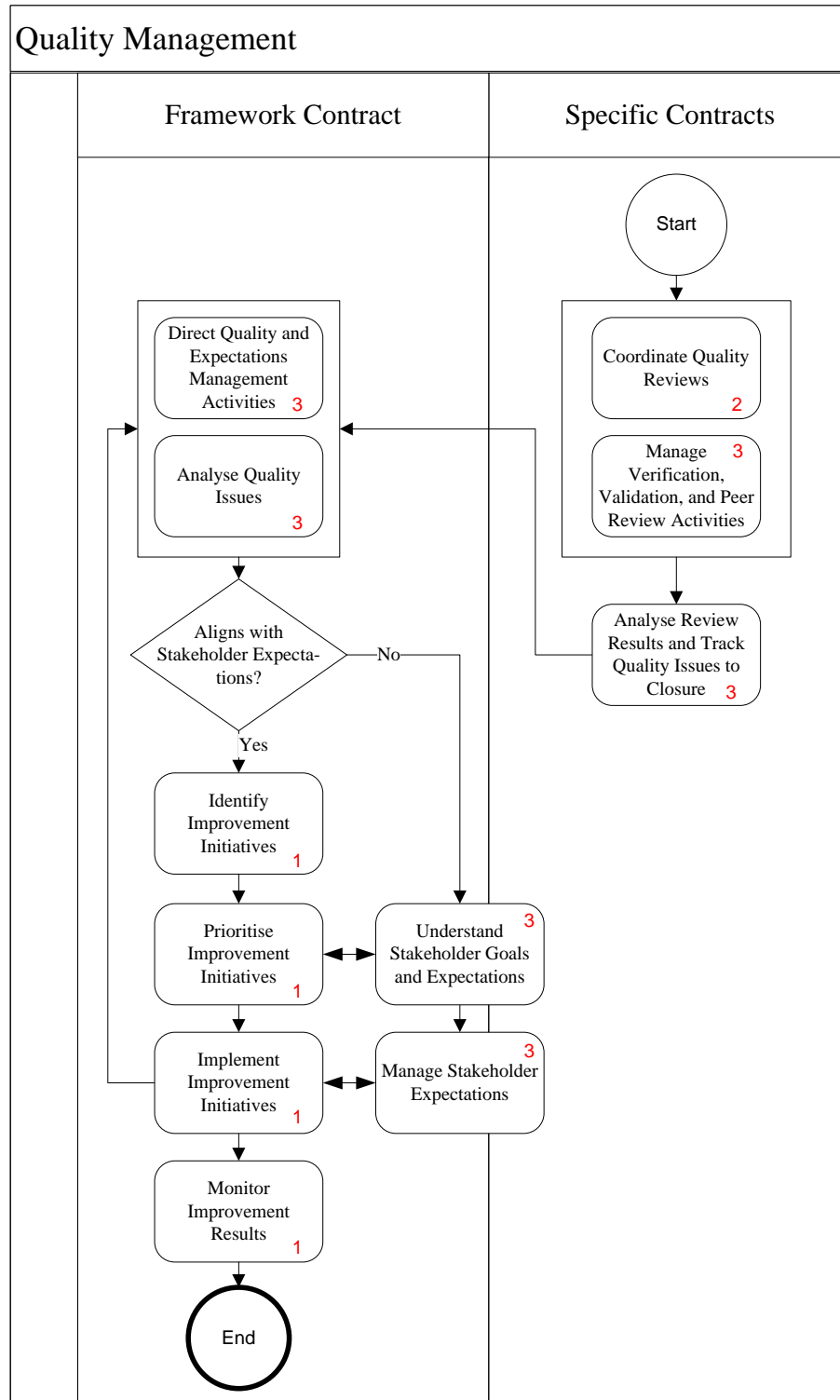


Figure 2-1: Quality Management Overview

The activities in the figure above are grouped as follow:

1 = CSIP in section 4.5

2 = Quality Assurance in section 4.2

3= Quality Control in section 4.3

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3 ROLES AND RESPONSIBILITIES

3.1 Roles

| ROLE | RESPONSIBILITY |
|-------------------------------|--|
| Independent QA Supervisor | The Independent Quality Assurance Supervisor, external to the delivery team, is responsible for assuring a proper implementation of the quality standards imposed by CUST-DEV2 upon its contracts. For CUST-DEV2, the QA supervisor will be one of Accenture's global leads for Systems Integration projects in Public Services. |
| Quality Assurance Manager | The Quality Assurance Manager is responsible for the overall quality control and assurance on the programme. This covers monitoring of the application and the proper definition and implementation of control mechanisms and procedures covering specification, software and documentation. He reports to the Programme Manager, Account Manager and the Independent QA Supervisor and interacts with all team leads as well as team members. The QA Manager can escalate any quality issue very high in the Accenture organisation, because of an additional reporting line to the Global Quality Assurance department of Accenture. |
| Quality Assurance Team Member | The Quality Assurance team works on the overall quality control on the programme. This covers monitoring of the application and the proper definition and implementation of control mechanisms and procedures covering services, specification, software and documentation. |

Table 3-1: Roles and Responsibilities

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4 QUALITY MANAGEMENT

4.1 Quality Objectives

The objectives of CUST-DEV2's Quality Management approach are to:

- Help identify, prevent, and manage risks during the opportunity and delivery phases;
- Align and manage DG TAXUD's and CUST-DEV2's expectations;
- Provide consistent delivery against our contractual commitments;
- Ensure adherence to TEMPO standards, procedures and guidelines;
- Measure, analyse, and improve client satisfaction.

These generic goals are transformed in specific targets that are measured using Specific Quality Indicators (SQI) and the Global Quality Indicator (GQI) that are part of the Service Level Agreement (SLA).

4.2 Quality Assurance

The Quality Assurance activities are performed under Work Package 0.5.1 and 0.5.2

4.2.1 Planning of the Quality assurance and control activities

First, the QA team will set up all the processes in order to assure quality. The team starts with the FQP and will further put in place the internal procedures used by CUST-DEV2. Once these procedures are in place the team will plan the quality control on the applied procedures.

The quality assurance team will organize a presentation of the procedures and processes to the CUST-DEV2 project team.

4.2.1.1 Major Deliverables

The Quality Assurance Team organises the review of all deliverables, using a review matrix assigning a reviewer and review end date for each deliverable. The deliverables are revised and documented by peers and team leads.

The QA team performs a final check. When all reviews are completed and comments are implemented the deliverables are submitted to DG TAXUD.

4.2.1.2 Other Deliverables

The quality review of these deliverables will be executed in the team responsible for the production of the deliverable. Additionally the Quality Assurance Manager will make a monthly planning for his team based on the DTM and select randomly a sample of deliverable to check the quality and performs a check of the Review Matrix.

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4.2.1.3 Other Quality Assurance controls

Based on the activities of the CUST-DEV2 team the Quality Assurance Manager will make a monthly planning to control the quality of different domains, e.g. is documentation stored correctly, are the standards used, are the processes followed as defined in the FQP and CQP.

4.2.2 Self Assessment

Self assessment will be conducted by the CUST-DEV2 resources responsible for delivering the activities. The self assessment has to be planned at least twice a year.

The self assessment must ensure that:

- The Technical Annex, FQP, CQP and OLA are adhered to and implemented consistently;
- Any corrective measures are taken in case of deviation.

Output:

DLV-0.5.4-1 Self Assessments reports, stored on the CUST-DEV2 internal SharePoint

4.2.3 Internal Audits

The CUST-DEV2 Contractor will perform internal quality audits to ensure that the CUST-DEV2 deliverables, services and processes conform to the standards, specifications and guidelines as specified in the FQP, CQP and OLA.

QA audits are independent assessments designed to review and assess:

- Alignment of client and company management expectations with contractual commitments;
- Adherence to contractual commitments (neither more nor less than required);
- Steps being taken to identify, monitor and mitigate client and company risks;
- Timely resolution of project issues and achievement of committed business outcomes;
- The existence and effectiveness of internal controls in place on the project;
- The adherence to TEMPO;
- Adherence to known preferred practices within the company, including the use of Accenture Delivery Methods, pre-packaged assets, the Global Delivery Network, use of vendors/sub-contractors, etc.;
- Whether financial projections for both near term and for the full life of the contract are reasonable and accurate and comply with company policies and procedures.

These internal audits are performed at least on a quarterly basis by Independent QA Supervisors. These Independent QA Supervisors are typically Accenture senior executives of high level and seniority and are outside of the opportunity or contract team, to ensure independent, objective third-party reviews. They are responsible for final QA review sign-off.

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Output:

DLV-0.5.4-2 Internal audit reports, stored on the CUST-DEV2 internal SharePoint.

4.2.4 Knowledge Management

The CUST-DEV2 Contractor has set up an internal knowledge management system and process to ensure that all CUST-DEV2 knowledge is readily available for all team members. This ensures that new team members are able to roll on and obtain the necessary knowledge on their applications or systems.

This procedure is described in Annex 03 to the Framework Quality Plan [RD2]

4.3 Quality Control

The Quality Control activities are performed under Work Package 0.5.2.

4.3.1 Internal Reviews

As part of the Quality Assurance approach, after the peer review and the review by the team lead, each deliverable will be subject to a quality review performed by a member of the Quality Assurance Team. The goals of these reviews are to:

- Identify issues early on in the deliverable lifecycle;
- Propose solutions for the identified issues;
- Determine if processes are in place and are being used;
- Ensure that the quality of the deliverable conforms to the specifications, guidelines and expectations of DG TAXUD.

Internal reviews will be performed using the CUST-DEV2 internal Review Form template. The review will be recorded in this template or in track change in the document annexed to the review form, and discussed with the author of the deliverable before the final report is produced. This ensures that comments can be corrected and amended based on the author's input.

Each reviewer will use a review checklist depending on the type of the deliverable, e.g. the checklist for peer review in case of an application and the checklist for QA review,

To follow up the reviews CUST-DEV2 will use a general checklist that contains all review steps with the date planned and closed. The checklist will indicate per deliverable which reviews have to be performed and by whom.

This checklist will contain per deliverable:

- The deliverable ID;
- The deliverable description;
- The deliverable type, e.g. source code, documents;
- The team that has to do the review for that deliverable, e.g. a peer, the project manager, the QA team, the CM, Portfolio Manager, Programme Manager, Account Manager;
- Depending on the type of the deliverable will be indicated who has to perform a review. For example a source code will not be reviewed by the Account Manager;
- The date the review is planned;

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- The date that the review is closed. The review is closed when all the review comments are closed.

Each deliverable will be added in the list by the PMO team when a new RfA is received. The Project Manager will update the planned review dates. Each reviewer has the responsibility to update the date when the review has been closed.

Furthermore, the Quality Assurance Team will perform monthly reviews of key project artifacts and metrics in order to minimise delivery risk. They will check that a more rigorous process is followed for critical delivery areas that, if missing, have been shown to cause future financial or client-relationship problems for the delivery team. The results of their reviews will serve as input for the internal audits performed by the Independent QA Supervisor.

Output:

DLV-0.5.4-2 Internal audit reports, stored on the CUST-DEV2 internal SharePoint.

4.3.2 Commission Audits

The Quality Assurance Management Team will co-operate during the audits performed by the commission.

4.3.3 Preventive Actions

CUST-DEV2 ensures the proactive control of quality during the Framework Contract by managing client expectations and providing quality coaching where necessary.

4.3.3.1 Client Expectations Management

The Client Expectations Management process is used to gain an understanding of the client executive's expectations beyond simply meeting contractual obligations.

- Accenture senior executives meet with key client executives to answer key questions:
 - How will the client judge CUST-DEV2's performance beyond contractual obligations?
 - How will the client judge CUST-DEV2's contribution and whether the client will work with Accenture again?
- These meetings start as early as possible;
- Best practice is to have five to ten expectations per key client executive;
- Expectations are documented and confirmed with the client;
- Ongoing monitoring and follow-ups occur to determine how CUST-DEV2 is performing against these expectations, and to determine if expectations have changed.

Output:

Expectations document. This will be stored on the CUST-DEV2 internal SharePoint.

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4.3.3.2 Process and Solution Quality -

The Quality Assurance Manager and his team will work closely with project teams to:

- Serve as subject matter specialists on delivery excellence;
- Provide training, coaching, and mentoring on process improvement;
- Work with projects to actively close identified gaps;
- Coach projects on end-to-end process;
- Facilitate point-of-need training at project sites;
- Support projects in adhering to Accenture policy and customize methodology as needed;
- Identify “early warning” alerts and recommend mitigation actions;
- Provide guidance and direction to the Independent QA Supervisor.

Output:

The Quality Assurance team will make minutes of the internal meetings (DLV-0.5.1-2) and these minutes will be stored on the internal CUST-DEV2 SharePoint.

4.3.3.3 Risk Management

The Quality Assurance Team is also responsible for the implementation of the Risk Management Process. The Quality Assurance Team will check if the risk management procedure is followed by the different team members and that all risks are reported to the team leads, project managers and programme manager.

4.3.3.3.1 PROCESS FLOW

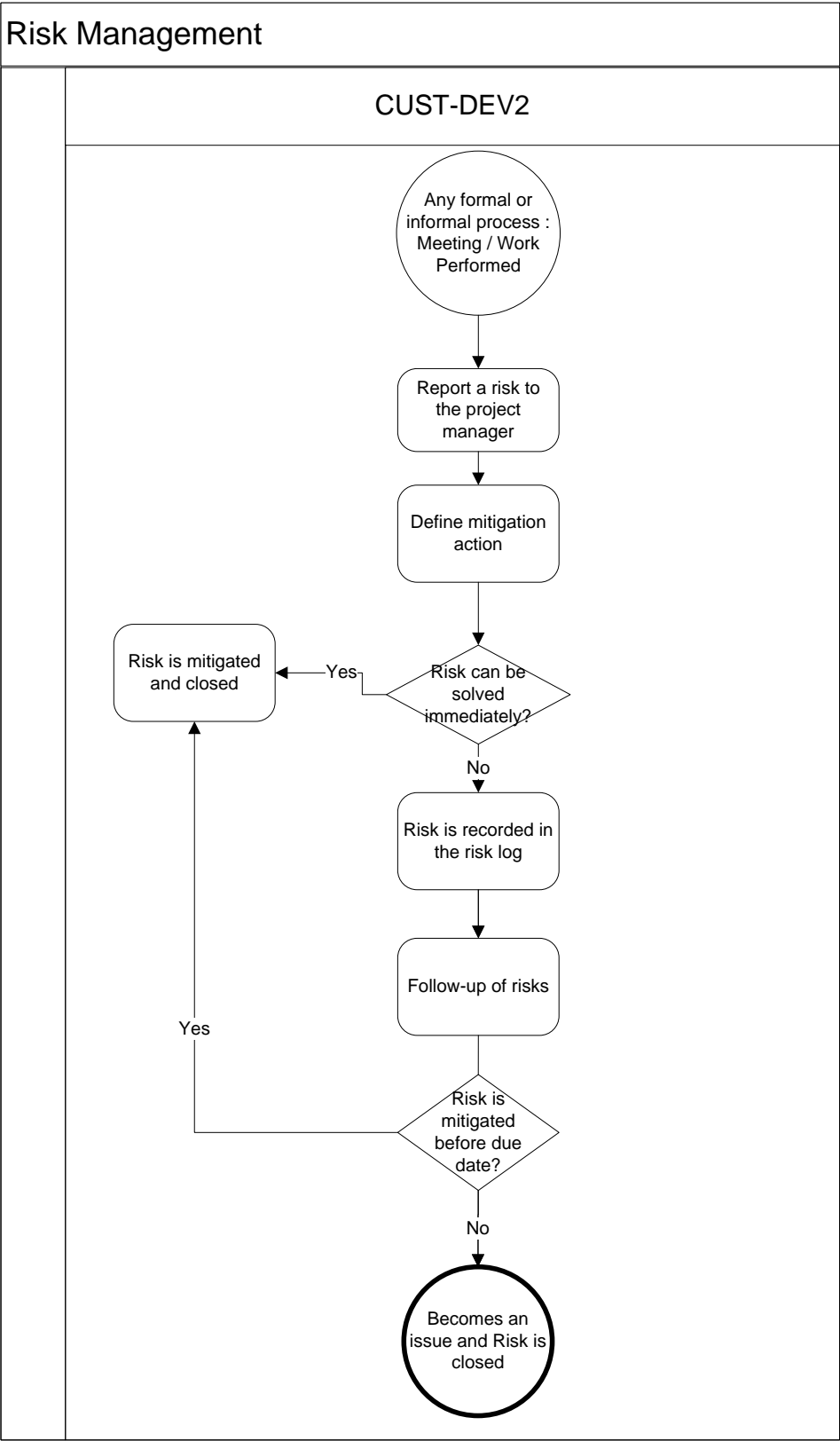


Figure 4-1: Process Flow Risk Management

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4.3.3.3.2 PROCEDURE

| | |
|--------------------|--|
| 1 | Report risk |
| <i>Input</i> | Any formal or informal process. |
| <i>Description</i> | Any CUST-DEV2 team member can raise a risk and will report the risk to his team lead and project manager. |
| <i>Output</i> | <ul style="list-style-type: none"> • E-mail with risk description; • Oral communication. |
| 2 | Define a mitigation action / record the risk in the risk log |
| <i>Input</i> | The risk reported by the team member |
| <i>Description</i> | The project manager will together with his team member define a mitigation action. If the risk can be mitigated immediately it will be closed and no risk will be recorded in the risk log. If the risk can not be closed it will be recorded in the risk log. |
| <i>Output</i> | DLV-0.5.3-2: Record in the risk log on the CUST-DEV2 internal SharePoint. |
| 3 | Follow-up of the risks |
| <i>Input</i> | DLV-0.5.3-2 Risk Log |
| <i>Description</i> | The project manager follows-up on a daily base the risks he owns. The risk log is also reported weekly during the CUST-DEV2 internal status meeting. The risks are discussed during the status meeting and possible actions are defined. Risks are also reported in the weekly status meeting with DG TAXUD and added as annex to the MPR. |
| <i>Output</i> | <ul style="list-style-type: none"> • DLV-0.5.3-2 Updated risk log; • Internal CUST-DEV2 meeting minutes. |
| 4 | Risks are mitigated or are becoming issues |
| <i>Input</i> | <ul style="list-style-type: none"> • DLV-0.5.3-2 Updated risk log; • Internal CUST-DEV2 meeting minutes. |
| <i>Description</i> | When the risk is mitigated before the due date it will be closed in the risk log. When a risk cannot be closed before the due date it becomes an issue and will be recorded in the issue log. |
| <i>Output</i> | <ul style="list-style-type: none"> • Updated risk log; • Record in the issue log on the internal CUST-DEV2 SharePoint. |

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4.3.3.4 Issue Management

The Quality Assurance Team is also responsible for the implementation of the Issue Management Process. The Quality Assurance Team will check if the issue management procedure is followed by the different team members and that all issue are reported to the team leads, project managers and programme manager.

4.3.3.4.1 PROCESS FLOW

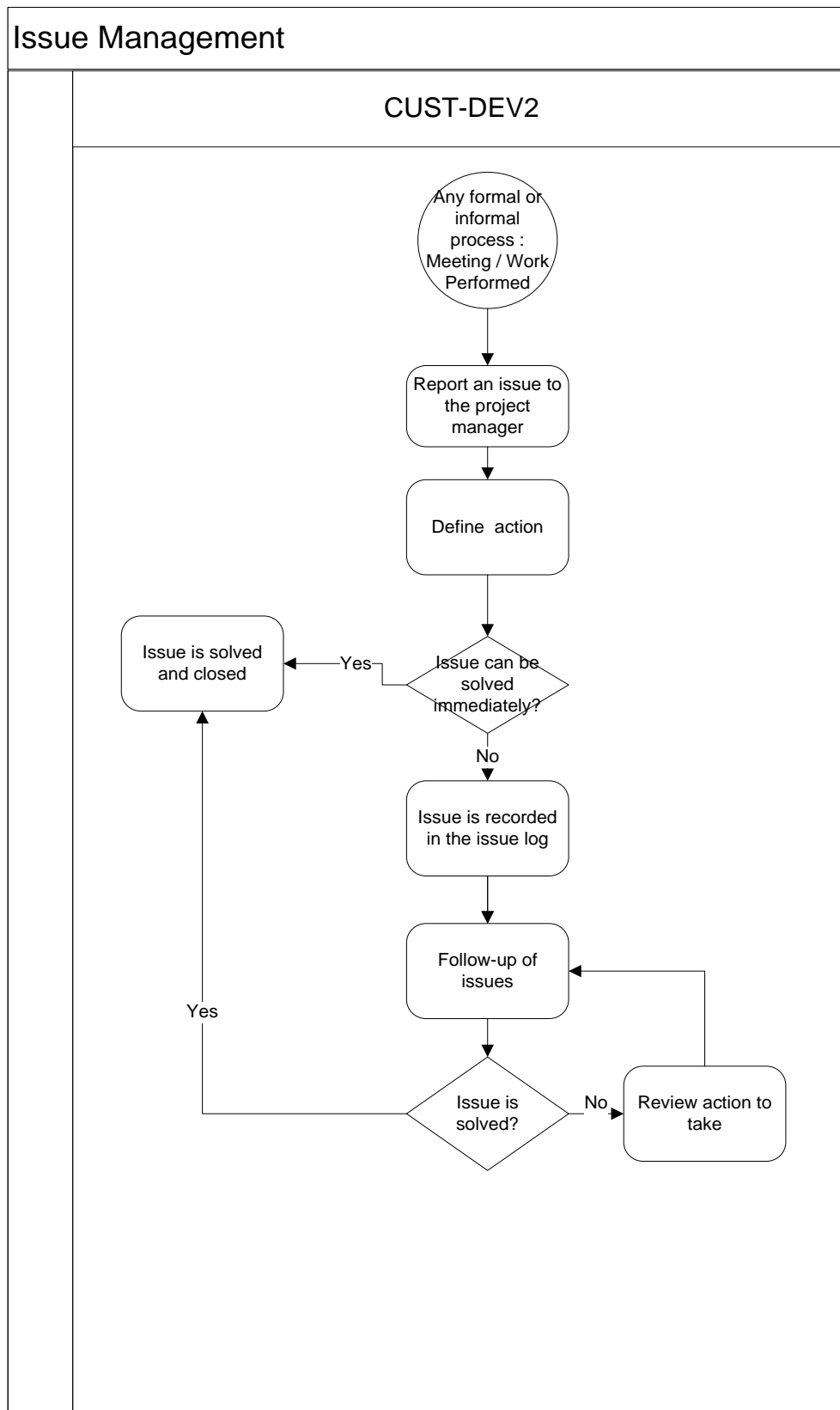


Figure 4-2 Issue Management process flow

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4.3.3.4.2 PROCEDURE

| | |
|--------------------|--|
| 1 | Report issues |
| <i>Input</i> | <ul style="list-style-type: none"> Any formal or informal process; Risk log. |
| <i>Description</i> | Any CUST-DEV2 team member can raise an issue and will report the issue to his team lead and project manager. |
| <i>Output</i> | <ul style="list-style-type: none"> E-mail with issue description; Oral communication. |
| 2 | Define an action to solve the issue / record the issue in the issue log |
| <i>Input</i> | <ul style="list-style-type: none"> The issue reported by the team member; Risk log: risks becoming an issue. |
| <i>Description</i> | The project manager will together with his team member define an action to solve the issue. If the issue can be solved immediately it will be closed and no issue will be recorded in the issue log. If the issue cannot be closed immediately it will be recorded in the issue log. |
| <i>Output</i> | Record in the issue log on the CUST-DEV2 internal SharePoint. |
| 3 | Follow-up of the issues |
| <i>Input</i> | The issue log |
| <i>Description</i> | The project manager follows-up on a daily base the issues he owns. The issue log is also reported weekly during the CUST-DEV2 internal status meeting. The issues are discussed during the status meeting and possible actions are defined. Issues are also reported in the weekly status meeting with DG TAXUD and reported in the MPR. |
| <i>Output</i> | <ul style="list-style-type: none"> Updated issue log; Internal CUST-DEV2 meeting minutes. |
| 4 | Issues are solved and are closed |
| <i>Input</i> | <ul style="list-style-type: none"> Updated issue log; Internal CUST-DEV2 meeting minutes. |
| <i>Description</i> | When the issue is solved and closed the project manager updates the issue log with the status closed. |
| <i>Output</i> | <ul style="list-style-type: none"> Updated issue log. |

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4.3.4 Other Verification Activities

4.3.4.1 Client Satisfaction Survey

The Client Satisfaction Survey process is used to collect and understand client feedback to help enhance client relationships, identify and address opportunities for improvement, and increase value delivered.

- Surveys are conducted annually, at a minimum, with key client executives to understand satisfaction with overall quality of service, delivery, value of results, relationship, and helping them become high performing businesses;
- The surveyed client executives will be contacted to explain the survey process;
- Results are analysed regularly to facilitate continued client service improvement;
- Areas of concern and opportunities for improvement are identified and logged in the CSIP process (See section 4.5 below) and addressed through post-survey follow-up sessions with client executives.

4.3.5 Follow-up of Corrective Actions

The corrective actions are stored on the CUST-DEV2 internal SharePoint in the Corrective Action Log. The Project Manager will be the owner of the corrective action and is responsible to follow up any corrective action that needs to be taken to ensure that issues have been resolved and that non-conformities have been removed. He is also responsible for updating of the status of the corrective action: change the status to closed. The Quality Assurance Team will be alerted by a message that the status of the action has been changed and will control if the action is applied correctly.

4.4 Quality Measurement

The CUST-DEV2 Contractor will use the SQIs and GQI as specified in the Framework Contract and the Specific Contracts to measure quality. An overview of the SQIs is presented in section 3.1.3 of the Annex 12 to the Framework Quality Plan [RD2].

Each Specific Contract and QTM will indicate the applicable SQIs and their relative weight in the calculation of the GQI.

Please refer to Annex 12 to the Framework Quality Plan [RD2] about the Generic OLA which details the measurement methods of each SQI.

4.5 Continuous Service Improvement Programme

Based on the Internal Quality Control and Reviews, The Quality Management Team will propose actions and measures for the CUST-DEV2 team to undertake in order to improve quality of the deliverables, processes and services provided. The proposed actions can be based on:

- Internal Quality Control and Reviews;
- Incident Management;
- BMM;
- Steering Committees;
- Self Assessment;

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- User Satisfaction Surveys;
- MPR lessons learned;
- DG TAXUD or third party suggestions;
- Informal processes like mails and customer visits.

CUST-DEV2's Continuous Improvement approach is integrated with the Quality Management approach, and relies on the following aspects:

- Quality Assurance and Quality Control, through which independent reviews are given to the team regarding the deliverables, services and processes.
- Accenture Delivery Methods Continuous Improvement: by focusing on the real cause behind the problems that are raised, an action plan is defined to improve the services to DG TAXUD. This approach is based on root cause analysis, peer reviews and the quality reviews performed by the Quality Management Team.
- Process and Solution Quality Programme (PSQ): coaches specialised in Delivery Excellence assist the CUST-DEV2 team through trainings and coaching. Moreover, PSQ assessors will provide an appropriate level of compliance assessment, ensure that the methodology is followed rigorously and identify gaps that need to be addressed.
- Client Satisfaction Programme: using the CUST-DEV2 Client Satisfaction Survey, DG TAXUD can submit feedback on a regular basis. This feedback enables the CUST-DEV2 Contractor to manage DG TAXUD's satisfaction and react appropriately to areas that require attention.

This model is fully in line with the Continuous Service Improvement Programme (CSIP) of DG TAXUD. Any changes coming forth from the Continuous Improvement programme will be managed according to our Change Management process, when applicable.

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4.5.1 Process Flow

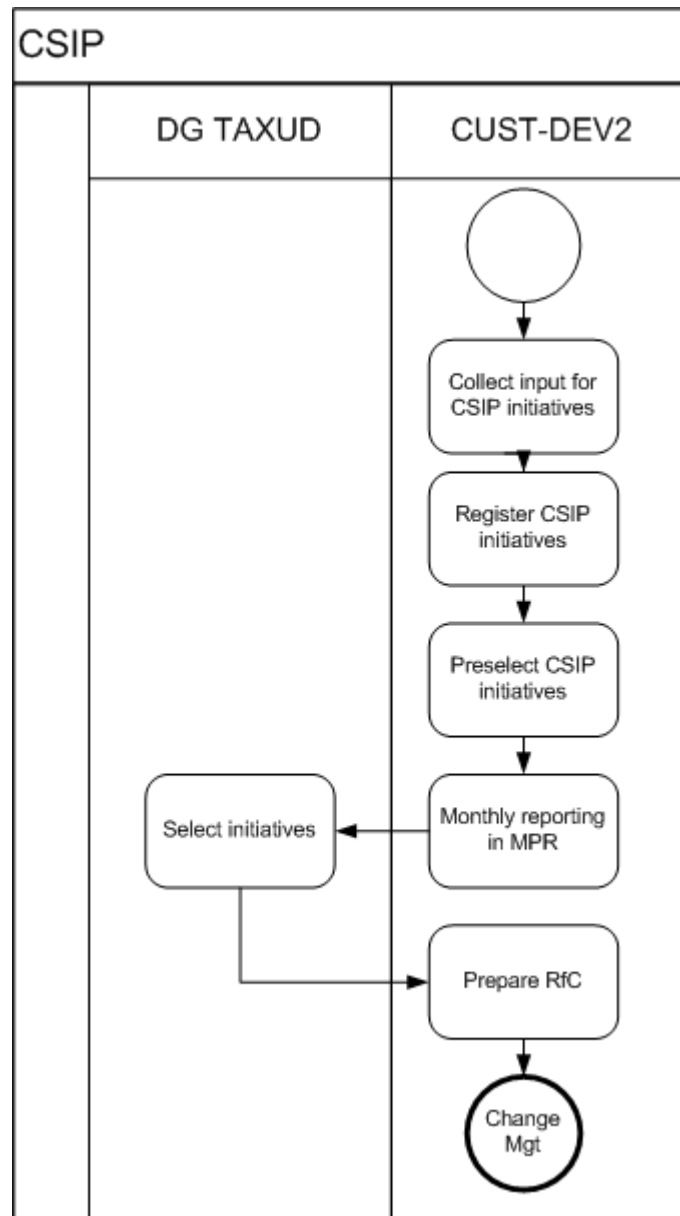


Figure 4.1 : Continuous Service Improvement Programme

4.5.2 Procedure

| Step | Continuous Service Improvement Programme |
|--------------------|--|
| 1 | Collect input for CSIP initiatives |
| <i>Input</i> | <ul style="list-style-type: none"> Formal processes; Informal processes. |
| <i>Description</i> | Input is gathered from internal CUST-DEV2 sources and DG TAXUD, via formal processes and informal processes. |

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| | |
|--------------------|---|
| <i>Output</i> | CSIP initiatives |
| 2 | Register the CSIP initiatives |
| <i>Input</i> | CSIP initiatives |
| <i>Description</i> | The CSIP initiatives are registered in the CSIP log on the internal CUST-DEV2 SharePoint. |
| <i>Output</i> | The list of CSIP initiatives |
| 3 | Preselect CSIP initiatives |
| <i>Input</i> | Input for CSIP initiatives |
| <i>Description</i> | The CUST-DEV2 Quality Manager preselects initiatives that are presented to DG TAXUD |
| <i>Output</i> | List of CSIP initiatives |
| 4 | Monthly Reporting in MPR |
| <i>Input</i> | List of CSIP initiatives |
| <i>Description</i> | <ul style="list-style-type: none"> • Include the progress of ongoing CSIP initiatives in the MPR; • Include the foreseen developments on CSIP initiatives in the MPR. |
| <i>Output</i> | MPR |
| 5 | Select initiatives |
| <i>Input</i> | MPR |
| <i>Description</i> | During the CSIP Board Meeting, the initiatives that will be implemented are selected |
| <i>Output</i> | List of approved initiatives |
| 6 | Prepare RfC |
| <i>Input</i> | List of approved initiatives |
| <i>Description</i> | Create an RfC for each initiative that has been approved |
| <i>Output</i> | RfC for each approved initiative. The RfCs are handled through the Change Management Procedure. |