Tools4LEAs

A project of the European Anti-Cybercrime Technology Development Association (EACTDA)

EACTDA

D1.2 Quality Management Handbook

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DOCUMENT CONTROL

Version	Date	Author(s)	Change(s)
0.1	07/08/2023	Juan Arraiza (EACTDA)	First version of the document, based on the pre-existing equivalent handbook from the Tools4LEAs v1 project. Only minor updates/changes/improvements made.
1.0	11/08/2023	Juan Arraiza (EACTDA)	Final version, ready to be submitted. Updated with received feedback from the Quality Manager.

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1. Introduction

1.1. Main objective of this document

This document addresses the Quality Management Handbook for the Tools4LEAs v2 project. The aim of this deliverable is to describe the mechanisms that will be used throughout the project to ensure the quality level of the project deliverables and the project outcomes. It will serve as a guide to the project team members, to ensure that quality reviews will occur at appropriate points throughout the project. It will also serve as a reference for all project participants, to understand their responsibilities, regarding the project deliverables and outcomes.

Moreover, this document outlines the success criteria for each deliverable, defines the structure of each deliverable, describes the quality review techniques and it also defines configuration management procedures and change control.

1.2. Relation to other deliverables

This deliverable is closely related to the following deliverables:

- **D1.1 Project Management Handbook**: D1.1 refers to this deliverable (D1.2) as the document where the details of quality management will be presented.
- **All future deliverables**: all future deliverables of the Tools4LEAs v2 project will have to comply with the requirements for quality management included in this deliverable (D1.2).

1.3. Structure of the deliverable

Section 2 of this document briefly introduces the concept of Quality Management and how the PMBoK® standard has been used as the main reference for its implementation in the Tools4LEAs project.

Section 3 describes how Quality Management will be implemented in the Tools4LEAs project. It presents the role of the Quality Manager and how Quality Planning, Quality Control, and Quality Assurance are going to be implemented.

Section 4 focuses on the quality aspects of project deliverables and the deliverable development process.

Finally, section 5 summarises which is the goal and key aspects of this document, it acknowledges that there is still work to be done to improve the document, and it presents some of the areas of future work that have already been identified.

2. Introduction to Quality Management

Quality management is an aspect of project management that normally differentiates three different aspects:

- <u>Quality Planning</u>: This is basically the identification of quality goals, and identification of the metrics that will be used to control the quality.

- <u>Quality Control</u>: This determines how and when quality checks and controls will take place to collect data related to the quality metrics identified, and who will perform these checks.

- <u>Quality Assurance</u>: This basically determines who/how/when will monitor if the quality goals that have been set are being met or not and to seek for continuous improvement.

It is worth highlighting that the PMBoK®[1] has been used as a basic reference for implementing Quality Management in the Tools4LEAs v2 project.

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[1] https://www.pmi.org/pmbok-guide-standards/foundational/PMBOK

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3. Implementation of Quality Management in the Tools4LEAs project

3.1. Quality Manager

Quality Management in the Tools4LEAs v2 project will be responsibility of EACTDA Secretariat. A Quality Manager has been appointed to lead this work. It will be Mrs Amaya Iglesias, Office Administrator at EACTDA Secretariat who will play this role in the Tools4LEAs project.

3.2. Quality Planning

Quality planning in this project is reflected in this document as it specifies quality policies on the topics that have been identified as most important for this project, namely Communication, Reporting, Documents, Deliverables, and Dissemination.

In this document, for each of the aforementioned topics quality goals are set and the process to control and assure that those goals are met are defined.

As there is always a need to find the appropriate balance between cost and benefit, in this project the quality goals (and therefore the metrics associated to them) have been identified taking into account among other things risks and expected benefits.

The goals and associated metrics that have been chosen for the topics listed before are:

- **Communication (COMM),**
  - Goal1: *Having efficient and well managed project **meetings***.
    - Metric(s):
      - COMM-G1-M1: all formal meetings should have an agenda prepared and distributed with sufficient time in advance so that all invited people know what the goal of the meeting is, what the expected output of the meeting is (e.g., decision, plan, information exchange), what is expected from them and so that they can be able to prepare the meeting appropriately.
      - COMM-G1-M2: all formal meetings should have the minutes prepared and submitted within 24 labour hours, using the approved template for minutes, and uploaded to the collaboration tool.
  - Goal2: *Establishing and maintaining good communications with other **related projects***
    - Metric(s):
      - COMM-G2-M1: Number of related projects contacted.
      - COMM-G2-M2: Frequency of the coordination meetings between Tools4LEAs and other related projects.
  - Goal3: *Setting up and maintaining efficient and easy-to-use **collaboration tools***

- ▪ Metric(s):

  - • COMM-G3-M1: To have private collaboration tools set up and ready to be used before M2.

  - • COMM-G3-M2: Number of complaints from team members with regard to the appropriateness of the collaboration tools.

- **Reporting (REP),**

  - o Goal1: *Meeting **EC related reporting requirements** on time and with no issues*.

    - ▪ Metric(s):

      - • REP-G1-M1: Number of issues that have been identified related to reporting to the EC.

  - o Goal2: *Meeting **internal reporting policy** on time and with no issues*.

    - ▪ Metric(s):

      - • REP-G2-M1: Number of issues that have been identified related to internal reporting.

- **Documents (DOC),**

  - o Goal1: *To follow agreed upon **standards for formats** and tools to be used in document editing and exchange.*

    - ▪ Metric(s):

      - • DOC-G1-M1: 6 monthly audits of a sample of the documents generated by the project to check if they have followed the Quality Management Plan.

- **Deliverables (DEL),**

  - o Goal1: *to assure that the **deliverables** produced in the project are of high quality and that they have followed the deliverables preparation policy.*

    - ▪ Metric(s):

      - • DEL-G1-M1: 6 monthly audits of a sample of the deliverables generated by the project to check if they have followed the Quality Management Plan.

- **Dissemination (DISS).**

  - o Goal1: *To have the project's **website** up and running before M2 and updated on a regular basis*.

    - ▪ Metric(s):

      - • DISS-G1-M1: To have the public website up and running before M2.

      - • DISS-G1-M2: Audits every 3 months to check that the public website is updated with the relevant information.

  - o Goal2: *To organise at least two **end-user workshops** and, if possible, more in which to successfully engage end-users of different profiles (LEA, public transport infrastructures operators, shop owners, security companies, etc.).*

    - ▪ Metric(s):

• DISS-G2-M1: workshop minutes and conclusions reports.

3.3.   Quality Control

The Project Management Team of the project will be responsible to put in place and run the quality control mechanisms needed for the project.

The quality control mechanisms that will be put in place are as follows:

- **Communication (COMM),**
  - Goal1: *Having efficient and well managed project **meetings***.
    - Metric(s):
      - COMM-G1-M1: all formal meetings should have an agenda prepared and distributed with sufficient time in advance so that all invited people know what the goal of the meeting is, what is expected from them and so that they can be able to prepare the meeting appropriately.
        - Quality control mechanism: 6 monthly audits run by the Quality Manager and the Project Coordinator.
      - COMM-G1-M2: all formal meetings should have the minutes prepared and submitted within 24 labour hours, using the approved template for minutes, and uploaded to the collaboration tool.
        - Quality control mechanism: 6 monthly audits run by the Quality Manager and the Project Coordinator.
  - Goal2: *Establishing and maintaining good communications with other **related projects***
    - Metric(s):
      - COMM-G2-M1: Number of related projects contacted.
        - Quality control mechanism: Verification of the existence of minutes or formal documents that reflect the contacts that have taken place.
      - COMM-G2-M2: Frequency of the coordination meetings between the Tools4LEAs v2 project and other related projects.
        - Quality control mechanism: Verification of the existence of minutes or formal documents that reflect the contacts that have taken place.
  - Goal3: *Setting up and maintaining efficient and easy-to-use **collaboration tools***
    - Metric(s):
      - COMM-G3-M1: To have private collaboration tools set up and ready to be used before M2.
        - Quality control mechanism: Email from the Project Coordinator announcing the opening of the collaboration

tools to all team members.

- COMM-G3-M2: Number of complaints from team members with regard to the appropriateness of the collaboration tools.

  o Quality control mechanism: Emails or notes in meeting minutes reflecting those complaints.

- **Reporting (REP),**

  o Goal1: *Meeting **EC related reporting** requirements in time and with no issues.*

    ▪ Metric(s):

      - REP-G1-M1: Number of issues related to reporting to the EC

        o Quality control mechanism: Emails with the submission of the reports and/or with issues raised by the EC.

  o Goal2: *Meeting **internal reporting policy** in time and with no issues.*

    ▪ Metric(s):

      - REP-G2-M1: Number of issues related to internal reporting

        o Quality control mechanism: Emails or notes in meeting minutes reflecting those issues.

- **Documents (DOC),**

  o Goal1: *To follow agreed **standards for formats** and tools to be used in document editing and exchange.*

    ▪ Metric(s):

      - DOC-G1-M1: 6 monthly audits of a sample of the documents generated by the project to check if they have followed the Quality Management Plan.

        o Quality control mechanism: verification that audit reports are uploaded to the collaboration tool.

- **Deliverables (DEL),**

  o Goal1: *to assure that the **deliverables** produced in the project are of high quality and that they have followed the deliverables preparation policy.*

    ▪ Metric(s):

      - DEL-G1-M1: 6 monthly audits of a sample of the deliverables generated by the project to check if they have followed the Quality Management Plan.

        o Quality control mechanism: verification that audit reports are uploaded to the collaboration tool.

- Dissemination (DISS).

  o Goal1: To have the project's website up and running before M2 and updated on a regular basis.

    ▪ Metric(s):

      - DISS-G1-M1: To have the public website up and running before M2.

- o Quality control mechanism: Email from the Project Coordinator to the Project Officer announcing the existence of the project website.
  - DISS-G1-M2: Audits every 3 months to check that the public website is updated with the relevant information.
    - o Quality control mechanism: verification that audit reports are uploaded to the collaboration tool.
- o Goal2: To organise at least two end-user workshops and, if possible, more in which to successfully engage end-users of different profiles (LEA, public transport infrastructures operators, show owners, security companies, …).
  - ▪ Metric(s):
    - DISS-G2-M1: workshop minutes and conclusions reports
      - o Quality control mechanism: Verification that workshop minutes and conclusion reports are generated and uploaded to the collaboration tool.

A Quality Control audit report will be prepared by the Project Coordinator and it will be reported at the General Assembly meetings (where quality assurance will take place). A Quality Control audit report template has been prepared for this purpose.

3.4. Quality Assurance

In order to assure that quality goals are met and that a continuous improvement philosophy is followed the General Assembly will include in their meetings a session to review quality control outputs and to assess whether quality goals are being met or not and whether mitigation or contingency plans need to be put in place to tackle some quality aspects.

The Tools4LEAs v2 Quality Manager will be responsible for preparing and chairing the General Assembly session related to Quality Assurance of the project.

4. Project deliverables

Each project deliverable has a Deliverable Leader who will coordinate the production of the document, interacting as necessary with any other project team members involved.

4.1. Deliverable Development Process

The first step in the preparation of a deliverable will be responsibility of the Deliverable Leader, who will start with the deliverable template available in the project's intranet (see Figure 1 - Deliverable template below) and who will produce the first draft (v0.1) including the document structure and the contributions expected from each contributor.

Upon receiving the inputs from different contributors for the deliverable, the Deliverable Leader will merge them into a single document. This second draft will then be circulated to a group of reviewers and asked for comments. Each reviewer will check its consistency with the plans and give their feedback and approval. This iterative procedure will continue until all involved contributors give approval. There will be at minimum 2 reviewers per deliverable. The reviewers cannot have taken part in the preparation of the deliverable.
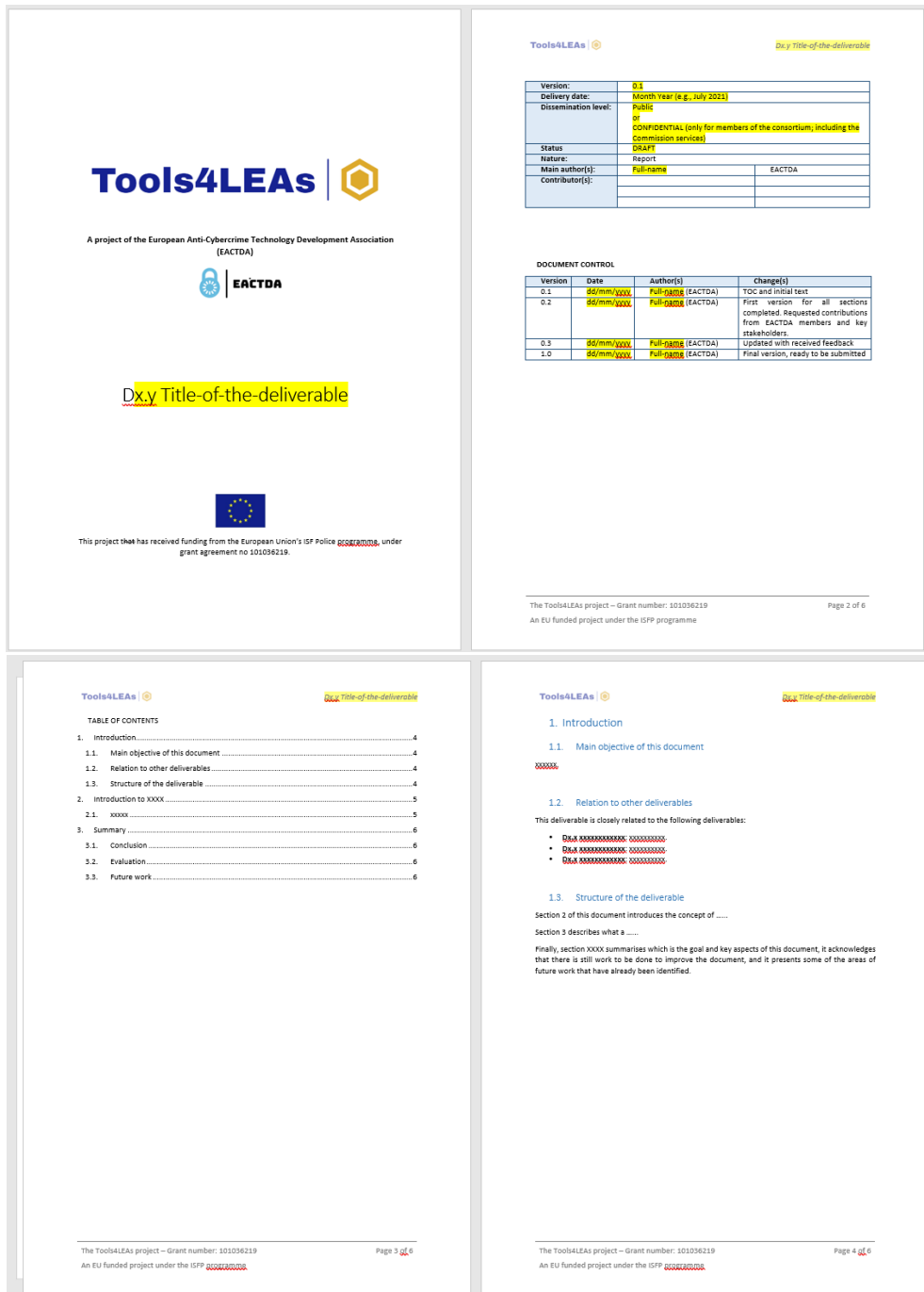
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Figure 1 - Deliverable template

The Deliverable Leader will then prepare the pre-final draft of the deliverable (version 0.x) and will send it to the Work Package Leader, to the Project Coordinator, and to the Quality Manager. The deliverable will then undergo a Quality review process which will use the table shown below.

Check Point	Yes/No	Observations
Does the deliverable include an initial Introduction section that is self-explanatory and easy to understand by all readers with a		

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Check Point	Yes/No	Observations
maximum length of 2 pages? Does this initial section describe what the reader will find in the rest of the document?		
Does the deliverable include a final Summary section which lists the most remarkable things included in the document?		
Does the deliverable mention explicitly when it includes content copy-pasted from other documents? *(Note: when the copy-pasted content is lengthy it is highly recommended to include just a summary of it on the document and then a reference to the original document)*		
Does the document cover the objectives and task description stated in the DoA taking also into consideration the overall project vision?		
Are the structure and appearance (layout, images, etc.) compliant with the Quality Plan?		

Once the Work Package Leader, Project Coordinator and Quality Manager have agreed on the final changes to be made to the Deliverable, the Project Coordinator will produce the final version (v1.0) which will then submit to the European Commission.

5. Summary

5.1. Conclusion

In this document we have introduced the concept of Quality Management and we have presented how it will be implemented in the Tools4LEAs project. This document also provides additional details about the project deliverables development process.

5.2. Evaluation

This quality management handbook has been prepared based on well-known and widely used standards (PMBoK®) which have been adapted to the specific needs of the project considering the experience gained in multiple previous research projects.

This handbook is a continuation and update of the pre-existing handbook from the previous Tools4LEAs project, which proved to be of value.

5.3. Future work

It is not expected to further elaborate or modify this deliverable, though if the need arises, it will be done during the lifetime of the project.