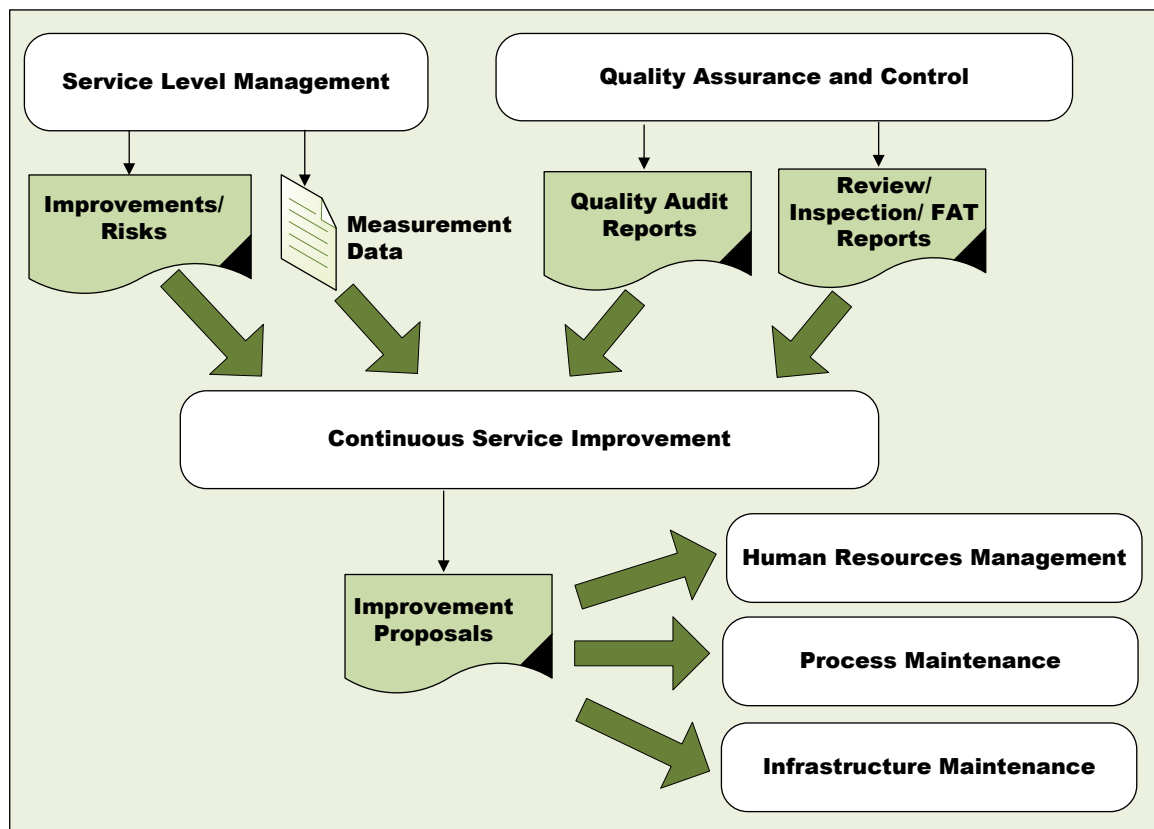




In the majority of our projects, the continuous service improvement process is a separate work-package for the identification, planning, and execution of improvements on the services delivered to our clients on the following three main directions:

- ❑ **Applicable processes.** Processes are evaluated through the internal quality audits and compliance checks as well as through the quality control activities (including reviews and audits).
- ❑ **People.** The quality of the teams working for the project is evaluated through the inspections and internal quality audits organised by the Quality Assurance Team.
- ❑ **Tools and infrastructure.** The quality of the project tools and infrastructure is evaluated through the internal quality audits and compliance checks, as well as through the Quality Control activities that reveal the advantages and disadvantages of using specific infrastructure item, technologies, and tools.

The following figure presents the context of the service improvement process.



The continuous service improvement process applied in projects undertaken by MKI coordinates all quality and service level management activities with the objectives to:

- ❑ identify and prioritise improvements;
- ❑ discuss with the client and other project stakeholders and obtain consensus;
- ❑ follow-up the implementation of agreed improvements; and
- ❑ evaluate the success of the implementation and the effectiveness of the changes on the overall service quality.

The Continuous Service Improvement process applicable to a specific project is presented in the Quality Plan of the project in terms of:

- ❑ Process Input:
 - Deliverables.
 - Records from the project execution and especially of the configuration and the incident and problem management processes.
 - Service level metrics.
 - Internal Audit Reports.
 - Periodic Progress Reports.
 - Comments/ suggestions from the Customer and other project stakeholders.
 - Inspection records.
 - Test reports.
- ❑ Template for the presentation of proposed improvement (in accordance to their priority), covering the following areas:
 - Analysis and correlation of specific findings;
 - Description of proposed improvements;
 - Improvement scope (processes, organisational structure, and/or infrastructure);
 - Measurable goals;
 - Cost/benefits analysis;
 - Implementation plans and expected results;
 - Risks.
- ❑ Processes for authorisation of improvements. This is a formal process involving client representatives as well as representatives of other stakeholder's that is used for reviewing the proposed improvements, analysing the justification and plans provided by the contractor and deciding upon its authorisation.
- ❑ Processes for the organisation and follow-up of improvements. Amongst else, the implementation plan for agreed improvements details elements for the successful introduction of these improvements such as:
 - Creation of Awareness. Raising awareness is an important aspect of the implementation since it is crucial for all stakeholders to understand how the service will benefit from the improvements implemented and why certain changes and measures are being planned.
 - Managing organisational and cultural change. The implemented improvements may inherently introduce changes on the way specific services are provided. To this effect a reliable change programme has to be implemented for the handling of those changes and for ensuring that the improvement benefits are not diminished by cultural and organisational barriers.
 - Deployment issues. Rollback and Migration Plans are prepared with detailed description of the mechanisms for the introduction of the new situation, as

well as for the rollback to a previous stable situation in case a problem occurs during the introduction of the change.

- Staff Training and Coaching. Staff may be necessary to be trained in the new/improved processes and working practises and coaching facilities are available to the involved staff.
- Processes for the evaluation of the improvement after its implementation. The evaluation of the effectiveness of the improvements is performed through a post-implementation review, which involves:
 - Collection of measurements on specific service levels related to the measurable goals of the implemented improvements.
 - Collection of feedback for assessing the satisfaction of our clients with the improved services.
 - Review of staff awareness. Specific inspections are organised by the Quality Assurance team for this purpose.