

1 Quality assurance

At CE Delft we give a high priority to the quality of our work processes and substantive research work. This is embedded throughout the organisation. Our quality assurance system is set up in accordance with the requirements of ISO9001.

1.1 Quality of our processes

Our project staff have considerable personal responsibility for the quality of the projects they work on. To ensure the quality of final products, we conduct the following checks:

- before final products are sent to the client, a content review must be carried out by the responsible sector leader;
- summaries of final products are checked by our internal editors for readability and comprehensibility;
- the formatting of our products and the correct use of CE templates must be checked by the secretariat (the secretariat falls under Internal Services);
- in the case of offers, the Head of Accounting must agree to the budget and the stated conditions before an offer may be signed and sent by the Managing Director.

The Managing Director is responsible for content quality, the practical implementation of which is delegated to the sector leaders. The Director of Internal Organisation is responsible for the proper formatting and use of the proper templates for our products. The content of our templates is reviewed internally each year by the Head of Secretariat and the Director of Internal Organisation and the templates are adjusted if necessary.

Our entire quality assurance system is discussed each year with all MT members (all sector leaders) and any amendments/improvements are proposed and implemented. If there are major changes, these are described in our annual policy plan.

1.2 Presence and organisation-wide implementation of relevant procedures

All relevant substantive procedures, from handling request for proposal to issuing final product and financial settlement of projects, are described in manuals managed by the Secretariat. It is also indicated who is responsible for each procedure. These procedures are currently combined in our quality manual (in accordance with ISO9001). The Head of Secretariat and the Head of Accounting are responsible for the correct day-to-day implementation of these procedures.

We also work with fixed templates for our reports, excel sheets, presentations and offers, the latest version of which is available to every project employee via a plug-in in MS Office applications.

1.3 Internal quality circle

On the Intranet of CE Delft, employees can fill out a 'issues requiring attention and improvement' form. In this, they can indicate if there are organisational issues that are not going well or if they have suggestions for improvements on any issue. The Head of

Secretariat and the Director of Internal Organisation periodically discuss the input they receive and assess whether/which action is required.

In addition, to ensure the content quality cycle of our products, all projects > € 25,000 are evaluated by an internal project team. The results of this evaluation are sent to the Director of Internal Organisation. The Director of Internal Organisation is responsible for ensuring that these evaluations are carried out, in addition to ensuring that the areas for improvement arising from this evaluation are addressed, if necessary.

1.4 Periodic independent, expert audit

The Director of Internal Organisation periodically checks that implementation is progressing in line with these procedures and suggests improvement proposals if necessary.

1.5 External quality cycle (customer-related processes)

After a product is delivered to the client, a 'project evaluation' form is sent to the client. The Head of Secretariat is responsible for this. The completed project evaluation forms that are returned are sent to the project members involved and the responsible sector leaders. All project evaluation results are analysed each year and the results are shared with the entire organisation. The results are described in the annual policy plan, where relevant, and included in the discussion of the MT about the quality assurance system.

1.6 Context and stakeholder analysis

CE Delft is active in various research areas, which are referred to as themes. Each year theme leaders conduct an analysis of the performance in the previous year, developments regarding the content and the market for their theme. Based on this analysis of strengths, weaknesses, opportunities, and threats (SWOT), they describe the spearheads for the year ahead and the target markets. The analysis, spearheads and target markets are included in the thematic plans which are part of the annual general policy plan.