

Mission Qualité



Engaging people in CAF with the process approach

Claude Luzet, Mission Qualité, claudeluzet@ign.fr

3rd European CAF Users Event, Lisbon 11-12 October 2007

Content



- ▶ What is IGN
 - ◆ Institut Géographique National of France
- ▶ What are the specifics of our CAF implementation
- ▶ What are the results and conclusions of our experience

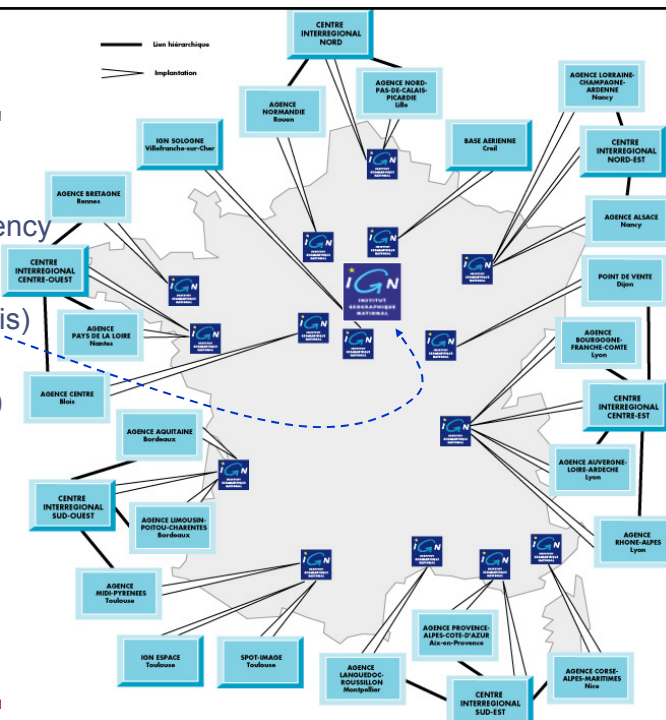
IGN in short

▶ A government agency

▶ A main office (Paris)
+ 26 branches
for a staff of 1.800

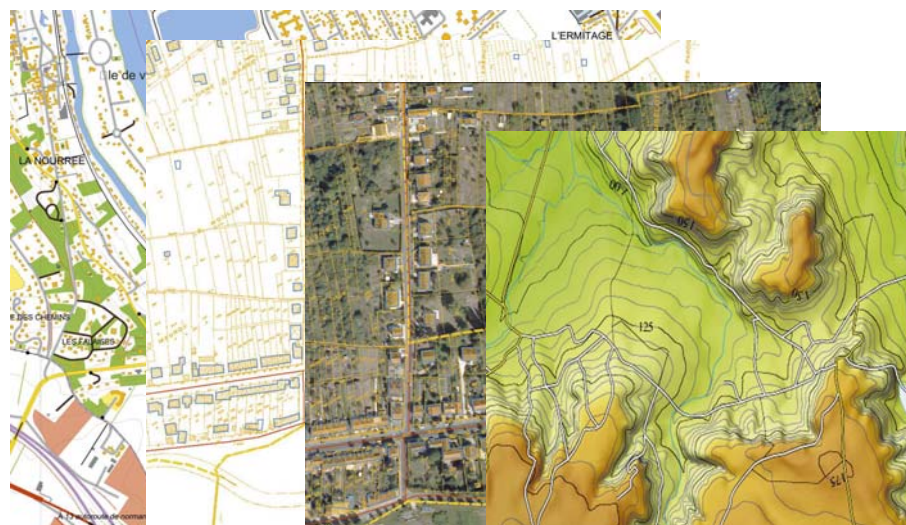
▶ Annual budget :

- ◆ ~120 M€
- ◆ 45% state
- ◆ 55% market



3rd European CAF Users Event, Lisbon 11-1

Geographical databases



3rd European CAF Users Event, Lisbon 11-12 October 2007

IGN-France 4

Our rationale for CAF implementation



- ▶ A long tradition of product quality
- ▶ 20-year history of quality 'management'
- ▶ "Modernisation de l'Etat"
 - ◆ Strategic plan, objective 3 :
"quality management deployment for a better service to the client"
 - ◆ "implementation of the 8 principles of a QMS according to ISO 9004"
- ▶ 2003-2006 Plan implementation
 - ◆ Process approach
 - 32 key processes
 - ◆ Self-assessment
 - CAF applied individually on each of the 32 processes

The CAF implementation specifics



- ▶ Applied to each individual key process (32)
- ▶ Periodicity : 18 months
 - ◆ 1st cycle starts : autumn 2004
 - ◆ 2nd cycle ends : summer 2007
- ▶ Assessment group (per process)
 - ◆ 1 or 2 CAF experts (chair)
 - ◆ Leader : process owner
 - ◆ 6 ~ 9 group members
- ▶ Self-assessment process
 - ◆ Start to end of consensus meeting : 25 days
 - ◆ Followed by improvement plan

Home-made MS-Excel tool : assessment integration & consensus



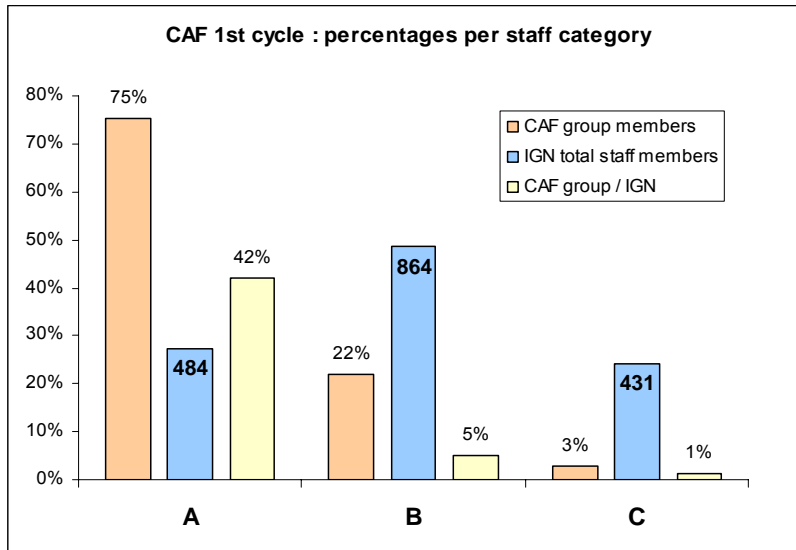
Critères favorables défavorables moyenne nbe pistes Sous-critères note auto	Nbe constats															0 1 2 3 4 5 X						
	0	1	2	3	4	0	1	2	3	4	5	X	0	1	2	3	4	5	X			
1.	29	12	3,13	9	1,1	3,38	4	3	3	3	4	4	3	3	0	0	0	5	3	0	0	
	20	18		14	1,2	2,75	5	1	1	3	4	3	2	3	0	2	1	3	1	1	0	
	24	8		5	1,3	3,38	4	4	4	3	3	3	3	3	0	0	0	5	3	0	0	
	22	9		6	1,4	3,00	4	2	4	3	3	3	2	3	0	0	2	4	2	0	0	
2.	28	11	3,00	5	2,1	2,88	4	2	3	2	3	3	3	3	0	0	2	5	1	0	0	
	21	16		9	2,2	2,75	4	2	2	2	3	3	3	3	0	0	3	4	1	0	0	
	20	11		8	2,3	3,38	4	3	3	3	4	4	3	3	0	0	0	5	3	0	0	
3.	26	10	3,13	8	3,1	3,00	3	3	3	3	3	3	3	3	0	0	0	8	0	0	0	
	25	7		9	3,2	3,00	3	3	3	3	3	3	3	3	0	0	0	8	0	0	0	
	23	11		5	3,3	3,38	4	3	4	3	3	3	3	4	0	0	0	5	3	0	0	
4.	29	8	3,30	8	4,1	3,38	4	3	4	3	3	4	3	3	0	0	0	5	3	0	0	
	27	8		8	4,2	3,25	4	4	3	3	3	3	3	3	0	0	0	6	2	0	0	
	22	9		4	4,3	2,71	4	4	2	X	2	2	2	3	0	0	4	1	2	0	1	
	21	10		6	4,4	3,50	4	4	3	3	3	4	3	4	0	0	0	4	4	0	0	
	22	7		7	4,5	3,38	4	3	4	3	3	3	3	4	0	0	0	5	3	0	0	
	14	12		6	4,6	3,57	4	4	4	X	3	4	3	3	0	0	0	3	4	0	1	
5.	23	9	2,96	10	5,1	3,00	4	2	2	2	4	4	3	3	0	0	3	2	3	0	0	
	19	10		6	5,2	3,38	4	3	5	3	3	3	3	3	0	0	0	6	1	1	0	
	20	4		4	5,3	2,50	3	2	2	2	3	3	2	3	0	0	4	4	0	0	0	
6.	23	11	3,62	6	6,1	3,57	4	4	4	X	3	4	3	3	0	0	0	3	4	0	1	

Staff engagement – one cycle is :



- ▶ CAF chairpersons:
 - ◆ 53 roles
 - ◆ for 21 persons > 1% total staff
- ▶ 259 questionnaires
 - ◆ For 189 persons > 10% total staff
- ▶ A huge brainstorming exercise
 - ◆ ~ 12.000 strengths
 - ◆ ~ 6.500 areas for improvement
 - ◆ ~ 4.300 improvement suggestions

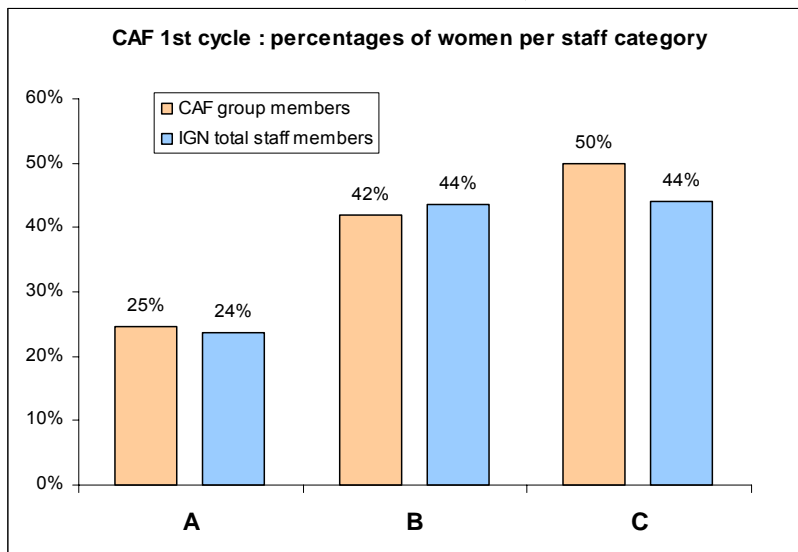
Staff engagement (2)



3rd European CAF Users Event, Lisbon 11-12 October 2007

IGN-France 9

Staff engagement (3)



3rd European CAF Users Event, Lisbon 11-12 October 2007

IGN-France 10

Scores and evolution



	1st cycle			2nd cycle			evolution		
	Ena.	Res.	Σ	Ena.	Res.	Σ	Ena.	Res.	Σ
<i>max</i>	3,6	2,8	3,3	4,1	3,7	3,8	0,9	1,8	1,6
<i>min</i>	1,7	0,7	1,5	2,2	1,8	2,2	-0,3	0,0	0,0
management	2,9	2,1	2,6	3,2	2,7	3,0	0,3	0,7	0,4
realisation	2,4	2,1	2,3	2,9	2,8	2,8	0,5	0,7	0,6
support	2,5	2,1	2,3	3,1	2,6	2,9	0,6	0,6	0,5
averages	2,6	2,1	2,4	3,0	2,7	2,9	0,4	0,6	0,5

+’es & -’es



► Pluses

- ◆ Organisation-wide brainstorming
- ◆ Spreading a culture of global quality management
- ◆ Assessing current quality approach and management

► Minuses

- ◆ Resource greedy (3.500 m-h per cycle)
- ◆ Frustration (‘managers’ issues)
- ◆ 1/3rd only of improvement plans carried out

Future



- ▶ Abandon mandatory aspect of CAF self-assessment
 - ◆ Now on process owners' request

- ▶ ISO 9001 certification approach
 - ◆ Core business processes : 2008-2011
 - ◆ QMS diagnosis, by external expert
 - ◆ Review of QMS, and new process map

- ▶ Future CAF approach ?
 - ◆ Organisation-wide
 - ◆ End 2008

Merci de votre attention

Thank you for your attention

Obrigado para sua atenção

Claude Luzet, Institut Géographique National – France , claudeluzet@ign.fr