

## Quality Assurance

### Overview of Quality Assurance Program

At IBRS, our commitment to quality assurance is deeply embedded in our day-to-day operations.

All research and advisory content undergoes a formal peer review process with at least two independent peer reviewers.

Consulting work likewise has a formal review process, with an independent peer reviewer allocated at the start of the project. This reviewer is in addition to IBRS's team-based consulting.

While IBRS is not ISO accredited, we align closely with the principles of ISO 9001:2015. Our quality assurance program is designed to ensure that we consistently deliver high-quality research and advisory services to senior ICT executives, as well as consulting services for ICT strategy, procurement, project assurance, and digital transformation.

### Controls in Place to Maintain Quality Over IBRS's Services?

1. **Peer Review Process:** Every piece of content produced by IBRS undergoes a rigorous peer review process. This involves a minimum of two independent advisors reviewing the content to ensure accuracy, relevance, and quality. One reviewer will have some domain expertise in the subject matter, while the other will be an expert in a different domain. This ensures the content is not just profoundly insightful but communicated in a way that supports cross-domain learning. In addition, a third adjudicator may be requested when peer reviews differ significantly. This aligns with ISO 9001:2015's emphasis on ensuring the quality of outputs through systematic review processes. (Clause 8.6)

2. **Client Feedback and Continuous Improvement:** We gather client feedback on all inquiries and engagements through our CRM platform. This feedback is analysed and discussed in weekly meetings to identify areas for improvement. This practice supports ISO 9001:2015's focus on customer satisfaction and continual improvement (Clause 9.1.2).
3. **Framework-Based Consulting:** Our consulting services are based on proven, well-researched frameworks tailored to meet specific client needs. This ensures that our services are consistent and reliable, adhering to ISO 9001:2015's requirement for a systematic approach to service delivery (Clause 8.1).
4. **Quality Control in Consulting Engagements:** Each consulting engagement includes a minimum of two advisors to ensure thorough review and sign-off of recommendations. An independent advisor is also involved in overseeing quality control, ensuring compliance with ISO 9001:2015's requirements for operational planning and control (Clause 8.1).
5. **Editorial Review:** Before any content or consulting report is delivered to a client, it undergoes an editorial review to correct grammatical or spelling errors, ensuring clarity and professionalism in our communications. This is related to ISO 9001:2015, Release of Products and Services (Clause 8.6).
6. **Post-Engagement Reviews:** Depending on the client's needs, IBRS conduct six and/or twelve-month review meetings for each consulting engagement to assess the implementation and success of our recommendations. This process helps us extract key learnings and best practices, contributing to our continual improvement efforts. This relates to ISO 9001:2015, Continual Improvement (Clause 10.3) and Organisational Knowledge (Clause 7.1.6).
7. **Annual Review of Quality Control Processes:** Our quality control processes are reviewed annually to identify opportunities for enhancement. This aligns with ISO 9001:2015's emphasis on continual improvement of how we manage quality (Clause 9.3).

## Frequency of Process Improvement Initiatives?

At IBRS, we adopt a structured, multi-cadence approach to quality improvement, ensuring that our services are consistently refined and enhanced over various timeframes.

- **Weekly Reviews:** We hold weekly meetings to review client feedback on all inquiries and engagements. These sessions enable us to promptly identify areas for improvement and implement necessary changes to enhance the quality of our services.
- **On Completion of Consulting Engagements:** After each consulting engagement, we conduct formal lessons learned write-ups. This involves capturing insights and best practices from the project, which are then disseminated across the organisation to inform and improve future projects.
- **Six and Twelve-Month Post-Consulting Reviews:** We conduct six and twelve-month review meetings with clients following the completion of consulting engagements. These reviews provide an opportunity to assess the implementation and effectiveness of our recommendations, gather feedback, and refine our methodologies.
- **Biannual Advisor Offsite Meetings:** We organise offsite meetings for our advisors twice a year. During these sessions, we discuss quality issues and learn from our engagements. Action items are identified, and action owners are appointed to ensure accountability and follow-through on improvement initiatives.

## How the Supply Meets Australian Standards (as Relevant)?

While IBRS is not ISO certified, we have structured our research, content production, review and consulting processes to be strongly aligned to the international ISO 9001 standard. We chose this standard because it provides the basis for a structured continuous improvement program, which aligns well with our ethos. It also has a strong focus on client satisfaction. Importantly, it is a standard that is applicable to



organisations of our size and services.

IBRS has not formally adopted the Australian AS/NZS ISO 9001(INT)-2000 standard, since the variations that apply in this standard (compared to the international ISO 9001 version on which it is based) have no material impact on our service delivery.

However, IBRS does supplement the quality assurance standards with best practices in information management and reporting, which links to the variations of the AS/NZS standard.