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CEN/TC 320/WG5
N31
Rev. 1
1997-04-21

Agenda

1. Opening of the meeting

2. Adoption of the agenda **N31**

3. Roll call of delegates

4. Minutes from the second meeting of CEN/TC 320/WG5 1996-10-25 **N18**

5. Progress since last meeting
   - 5.1 QUATTRO by Mr. Finn Høgsbro
   - 5.2 Preliminary list of quality criteria by Mr. Brian Such
   - 5.3 Common dictionary with QUATTRO by (Mr. Brian Such, Mr. J.J. Dirié, Mr. Günter Martins and Harold Peeters)
   - 5.4 Contact with Transmodel by Ms Lies Goller

6. Report from an exploratory meeting between the convenor and some members

7. Presentation of papers submitted
   - 7.1 Quality control of public transportation bus operators * **N8**
   - 7.2 Appendix 4 Quality regulations... by Göteborgsregionens Lokaltrafik AB..* **N15**
   - 7.3 Öffentlicher Personennahverkehr. Begriffsbestimmungen ÖNORM V5900** **N20**
   - 7.4 Dienstleistungsautomaten. Klassifikation und Begriffe DIN 24 970** **N21**
   - 7.5 Guidance Notes. The Monitoring of the reliability and Punctuality of services **N22**
   - 7.6 Finnish Points of View**

* Distributed to previous meetings
** Distributed together with N18

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7.7 French document XP X 59-805: Quality within transportation services - Identification of the quality criteria for passenger transportation" by J.J. Dirie **N27**
7.8 Departemental transport of persons. Practical guide for drafting specifications integrating a quality approach, by APCG **N28**
7.9 "Sporveiens Travel Guarantee" **N29**

(All presentations to be given by contributors with points of the importance to the WG5 work. Max. 10 minutes each.)

8. Information from the EC by Mr. Graeme Preston on the Citizens' Network, the intermodal freight transport and the Bremen project.

9. Discussion of whether the standard prepared by WG5 will be "mandatory"
Encl. Progress sheet to BTS6 with CEN/TC resolution 28, Paris 1996-05-11 No 4. **N30**
(Please bring EC Directives Nos. 92/50 and 93/38 to the WG5 meeting)

10. Draft prEN (the enclosed N32 covers the following items 9.1 - 9.3) **N32**
10.1 Explanatory note from the convenor
10.2 Provisional Draft: "Collective Passenger Transport - Service Quality - Specification, definition and measurement of the service"
10.3 Schemes on quality criteria

11. Preparation of the following work package(s):
- *Work package 2: Matrix for allotment of responsibility for quality criteria*
  - *exchange of opinions*
  - *preparation for next meeting*
- *Following work packages (if time allows)*

12. Miscellaneous

13. Next meeting

S. NATHIEU.

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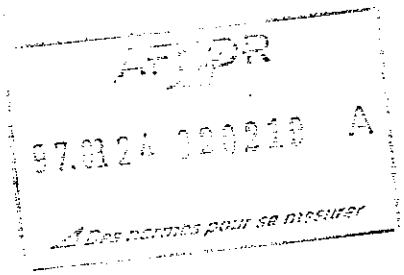
To the experts of CEN/TC320/WG5:
Collective passenger transport

To Mr. Graeme Preston, DG7
To Mr. Harold Peeters, QUATTRO
To Ms Lies Goller, UITP



Dato/Date

CEN/TC320/WG5
1997-05-20

Dear Ladies and Gentlemen,

Conc.: Confirmation of the third meeting of CEN/TC 320/WG5: Collective Passenger Transport

We have the pleasure to confirm the next meeting of CEN/TC 320/WG5 as follows:

Date: 1997-05-12, at 9 a.m.

Meeting Place: Hotel Flemming
Viale Guidoni 87
50127 Firenze FI
Italy

Tp: 0039-55-4376773
Fax: 0039-55-435894

We have been informed that the prices for hotel accomodation are as follows:

Single/bath: LIT 160 000
Double/bath: LIT 240 000

Enclosed please find the agenda and meeting documents: Doc.Nos. N28-31 incl.

We ask you kindly to bring meeting documents marked at the agenda by one or two asterics from previous distributions of documents to the WG5.

As the holiday season has already started in Italy at the meeting schedule it will be wise to book your travel and hotel at receipt of this letter. This letter is sent by telefax today and by mail; the latter including meeting documents.

Looking forward to a successful meeting, please accept our

best regards,
the Secretariats of CEN/TC320/WG5
Gyrithe Ibsen

Encl.

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CEN/TC 320/WG5
N27
1997-03-14

"Quality within transportation services - Identification of the quality criteria for passenger transportation"

Contribution received from Mr. Jean-Jacques Dirie, SERNAM

XP X 50-805
1996

Quality within transportation services - Identification of the quality criteria for passenger transportation

Contents

Introduction

The quality of the passenger "Transport" service depends on various factors. Some of these factors are a result of natural or political phenomena, e.g. weather conditions or topography of the region served. On a political level, the Public Authorities have a bearing on the importance or the condition of the road network. Finally, the Transport Organisation Authorities define the consistency of the network or the frequency of service.

In this field, there are two important reference systems:

a) systems where the transport company freely organises its services;

b) systems where the transport company must respect a specifications sheet drawn up by an organising authority who sets the criteria and the level of quality to be reached. In this case, the "customer" can be either:

1) the passenger using the service and noticing the quality of the transport service on a daily basis;

2) or, the organising authority who ensures that the specifications sheet is respected.

Looking at this from the point of view of the passenger transport company operating the network on a daily basis, the obligations set out in the specifications sheet, once viewed and accepted, constitute constraints which may not be modified. It is therefore a question of essential data (e.g. the layout of the network) for the passengers and the company. On the other hand, it is the responsibility of the transport company to offer, within these constraints, a level of quality for the "Transport" which meets the expectations of its different customers.

With regard to the definition of quality criteria and measurement indicators, there is very little difference between these two systems.

The offer is defined either by the company or, by the Organising Authority with assistance (where required) from the company. In the first instance, the quality criteria which correspond to the different aspects of the "Passenger transport" offer should be identified and defined for the company to be able to act in order to increase passenger satisfaction. Next, the quality indicators corresponding to these criteria should be specified, as well as their method of elaboration and calculation. The various elements work towards achieving this level of satisfaction, however they are not exclusively within the control of the transport company (e.g. the frequency of buses in large towns or the respecting of plane schedules following difficult weather conditions or traffic hold-ups). These elements may be improved by the players working together as a team.

1 Scope

The purpose of this document is to help establish total quality in passenger transport. It defines the families of quality criteria which are directed at the service provided for the passenger and which are controlled by the company. Multimodality, employee satisfaction, traffic safety and environmental aspects shall not be dealt with.

This document defines the method for developing quality criteria which apply to different modes (road, rail, air) and types (urban, inter-urban, on-demand transport, etc.) of passenger transport. Given the particular specifications of certain types of transport, special methods may exist for the definition of quality criteria.

This document presents a methodology which shall enable companies to set a level of quality for the "Transport" service which conforms with the customer requirements, to position itself depending on this level and to set up the quality indicators which shall enable it to progress.

2 Definitions

For the purpose of this document, the following definitions apply and are set out in accordance with figure 1:

2.1 expected quality

The level of quality wished for by the passenger.

This expected level of quality shall be defined on the basis of passenger expectations gathered through a qualitative survey and from the implicit expectations of the passengers (no accidents, etc.).

2.2 desired quality

The level of quality that the company wishes to reach.

The desired level of quality shall be determined on the basis of the expected quality, outside constraints and financial conditions.

2.3 actual quality

The level of quality obtained, on a daily basis, in real operating conditions.

The actual level of quality shall be measured by quality indicators set up within the company. Service malfunctions which are or are not due to the company shall be taken into account.

2.4 perceived quality

The level of quality perceived, in a more or less objective manner, by the passengers during their journeys.

The perceived level of quality may be observed using external indicators which measure the transport service as perceived by the passengers, through perception surveys.

2.1 expected quality
Customers (Passenger, organising authority, etc.)

2.2 desired quality
Company (Operator, manager, service provider, etc.)

2.3 actual quality
Measure of company performance

2.4 perceived quality
Measure of customer satisfaction

Figure 1

3 Choice of indicators

The selected quality indicators shall be appropriate for the service provided and shall be consistent between modes of transport and companies so that comparisons may be drawn and the progress of their quality levels may be monitored.

These indicators shall be designed to take into account the number of passengers concerned. The passenger flow shall therefore be assessed using appropriate methods.

> NOTE : An indicator which does not take into account the number of passengers concerned would make no distinction between an incident involving a few passengers or an incident several thousand passengers.

The number of passengers may be calculated differently according to the type of transport. In certain cases, such as trains with compulsory reservations, planes and coaches transporting passengers on-demand, the exact number of passengers is known. Therefore, the number of people affected by an incident can easily be discovered. For regional (trains, coaches) and urban (bus and underground) transport, the number of passengers may be calculated using the flow method.

4 Passenger satisfaction

4.1 Level of quality expected by the passengers

The level of quality expected by the passengers is found by adding up different weighted quality criteria. The choice and significance of these criteria can be determined through qualitative passenger surveys. From this, passenger expectations with regard to the following areas may be classified:

- respect for timetables;
- information in the case of disruption;
- the welcome and the information inside the vehicles and in the waiting areas;
- the presence and visibility of information;
- cleanliness;
- all round accessibility;
- vehicle comfort;
- fitting out of premises;
- attitude of personnel;
- confidence in other passengers;
- safety in the waiting rooms (stations, platforms, stops, etc.) and the vehicles.

4.2 Quality perceived by the passengers

The quality perceived by the passengers may be calculated using surveys. A sufficient number of passengers should be questioned on a regular basis, thus providing opinions which enable the level of service perceived by the customers to be measured.

These surveys shall be designed to provide results which contain sufficient detail to enable the company services in contact with the customer, such as the routes or stations, to process and use them.

The perceived quality shall be measured when internal measures such as information desks can not be set up. This measure may also be used on a regular basis to adjust the internal measures.

4.3 Passenger satisfaction survey

Passenger satisfaction surveys, or, "Satisfaction surveys", may be used to determine the perceived quality. They shall be carried out by organisations which are independent from the transport company, at a rate of one every one or two years.

These surveys may be used to adjust the desired level of quality in relation to the passengers' expectations. They can not initially be used for day-to-day management.

5 Company performance

5.1 Desired quality

The company shall define the desired level of quality that it wishes to reach for its service. The nominal service is called the "Reference service". The desired service is defined using the reference service, a level of requirement and an unacceptability threshold.

The reference service is the service which shall be provided, for example "the passengers take their train on time, travel in a clean vehicle, benefit from an escalator which works, etc.".

It may be defined using several types of input data: General Conditions of the transport company, legislative or regulatory texts, specifications sheets, etc.

The level of requirement indicates the percentage of passengers benefiting from the nominal service, e.g. "not more than x minutes delay for y% of passengers" or "escalators which work for Z% of passengers".

The unacceptability threshold corresponds to defined unacceptable situations. These situations shall provoke immediate action when they occur, focusing on continuation of the journey and/or restoration of the service. If an unacceptable situation occurs, the service can be classed as not provided. One example would be the cancellation of a vehicle service. Using hindsight, analysis of unacceptable situations shall lead to preventive actions being set up.

5.2 The actual quality

The actual quality shall be determined through quality indicators set up according to the customers' viewpoint. These indicators are measures made by the company using statistical data and observation grids. In this field, it should be clearly stated that this is the actual quality seen through the eyes of the passenger and not the technical measure which checks if the process has been accomplished. Therefore, with regard to cleanliness, the situation will be examined based on the reaction of the customer and not on the basis of "scientific" cleanliness tests.

The quality shall therefore be assessed on the basis of the "customer journey" either using the same mode of transport, or in an inter modal situation in order to avoid any "breaches" of quality.

6 Identification and measurement of quality criteria

6.1 Quality criteria

The quality criteria defined in table 1 apply to all modes of transport.

Table 1: Quality criteria families

Criteria	Annexes	Comments
Welcome	A	
Frequency/punctuality	B	
Information	C	
Comfort/load level	D	
Cleanliness/neatness Cleanliness of installations (stations, stops, etc.) Cleanliness of vehicles	E F	
Availability of equipment	G	- equipment strictly related to the journey (ticket machines, ticket barriers, lifts, moving walkways, etc.); - related service equipment (telephones, drinks and snack machines, cash dispensers, etc.).
Safety		This criteria is extremely important and covers different aspects. The "operating safety" aspect is a determining factor for quality. However, in view of the complexity of this subject, it will not be dealt with here. The "Feeling of insecurity" aspect is looked at in the "Cleanliness/tidiness" criteria, at least with respect to the part on which the transport company can act. As for the other aspects (e.g. presence of police), this is a result of decisions made outside of the transport company and is therefore not dealt with in this document.
Fraud		Irrespective of the company remuneration system, risks and perils or safeguard of takings, fraud influences quality both through the financial consequences and through the behaviour which it incites (jostling, "acrobatic" clearing of ticket barriers, etc.). Only this aspect will be dealt with in the "Comfort" criteria.

6.2 Frequency of measurement

Measurements shall be made according to a periodicity allowing any malfunctions to be quickly corrected. This will therefore vary depending on the action requirements. Therefore, with regard to cleanliness, the measures may, for example, be made on a daily if not hourly basis.

7 Quality indicators

7.1 Definition of indicators

The quality criteria determined in clause 6 shall be the subject of quality indicators which the company may use and for which the list is non-exhaustive. By way of example, the indicators corresponding to these criteria are presented in annexes A to H.

7.2 Presentation of indicators

Each indicator is structured in the following manner:

a) presentation and purpose of the indicator;

b) description of the indicator and definition of thresholds.

The transport companies and the organising authorities are responsible for setting the thresholds and levels of quality and for weighting the indicators.

In effect, if the quality criteria are identical for all passenger transport, in the matter of quality indicators, the quality thresholds or the weightings may differ according to the mode or type of transport: urban transport, inter-urban transport, school transport, on-demand transport, tourist transport, coach transport, plane transport, etc. For example, the welcome or information requirements for school transport are not the same as those for tourist transport. Equally, in inter-urban transport, the "Comfort" criteria will have a "Catering" dimension which will not be the case for urban transport;

c) definition of the unacceptability threshold.

An unacceptability or service not provided threshold shall be defined. In effect, in this case, special provisions concerning the passenger shall be made (compensation, substitution, etc.) and immediate measures shall be provoked;

d) management of the unacceptable situation.

If an unacceptable situation occurs, the time required by the company to take measures shall be measured. These measures are (in the following order), restoration of the service, substitution/replacement and management of disruption to the passenger.

Most unacceptable situations are foreseeable. Standard actions can therefore be planned in order to limit the disruption to the customer. These actions depend to a great extent on the initiative of the local personnel.

The operator may develop a proposal force for all the tasks defined in table 2.

Table 2: Tasks associated with participants other than the operator

Qualitative elements of the transport offer generally determined by the organising authority	Responsibilities of other players (State, Regional Authorities)
Meshing	Infrastructure and highway maintenance lay-out, operation, maintenance and upkeep of the highway
Frequency	Management of the highway: information communicated on events (demonstrations, holidays, roadworks)
Chain of transport	Dialogue, even partnership on the measures to be taken in case of disruption
Accessibility to the transport chain	Safety/Reliability
Quality of the wait (physical criteria)	Regulation
Information infrastructure	
Price level and range of prices	
Equipment specifications	
Access to buildings	
Maintenance (The rules may be defined by the organising authority but this is not advisable if it is not involved in the operation)	
Network structure	

Annex A (informative)

"Welcome" quality criterion

A.1 Presentation and objective of the indicator

The purpose of the welcome quality criterion is to measure the parameters defined in table A1.

A.2 Description of the indicator and definition of thresholds

The definition of parameters enabling the "Welcome" criterion to be monitored and improved first requires the qualities of a successful welcome to be defined. With this in mind, the following table should be considered:

Table A.1: Description of the welcome quality criteria

Type of welcome	Indicators	Examples of possible measurement methods	Use of the indicator
1. Definition of "correct welcome" using a notation grid	Assessment of the personnel and the place of welcome on the basis of - Competency - Availability - Appearance - Friendliness - Tidiness of the premises (stowage areas, clean windows, etc.)	"Pseudo-customer" with scenario	Daily quality management. The frequency of measurements should tend towards real-time.
2. "Successful" journey for a representative number of customers	Signs Maps - Ease of use of the premises - Connections	"Customer" journey undertaken by a "pseudo-customer"	Planning and programming. Measurement periodicity of one year.

The indicator will therefore be:

X % of travellers have experienced from a successful welcome.

The successful welcome will have obtained a grade which is higher than the predefined threshold. This grade is calculated with each parameter weighted according to the importance attached to it.

A.3 Definition of the "Welcome" unacceptability threshold

An unacceptability threshold (e.g. personnel not in uniform) shall be defined for each parameter. The company or the organising authority determines the number of unacceptable factors which make the welcome unacceptable.

A.4 Management of disruption to the customer

Disruption is managed using hindsight and principally through complaints made by the customers.

Annex B (informative)

"Frequency/punctuality" quality criterion

B.1 Presentation and purpose of the indicator

The purpose of the frequency/punctuality indicator is to measure the proportion of passengers who experience an on-schedule service. The number of vehicles arriving on time does not provide any indications on the quality of the service. For this reason, the number of vehicles delayed or ahead of schedule should be weighted by the number of passengers concerned.

B.2 Description of the indicator and definition of thresholds

No distinction should be made between frequency scheduled services and fixed time services. In effect, the passenger appreciates the frequency/punctuality in terms of the time that he will wait for the vehicle to arrive or depart. As a minimum requirement, this wait shall be measured at the two busiest stops.

The indicator will therefore be:

- "more than X % passengers leave on time";
- "more than X % passengers arrive on time".

The definition of "being on time" shall be clear and not subject to interpretation.

The measuring method will be:

vehicle delay x flow of passengers concerned divided by total flow of passengers concerned.

B.3 Unacceptability threshold

The unacceptability or service not provided threshold shall be defined by the company. For example: No passenger experiences more than X minutes delay.

A vehicle which is ahead of schedule is the same as a service non provided for the affected passengers. The unacceptability threshold is that no vehicle shall be ahead of schedule at each point on the route.

B.4 Management of the unacceptable

The time required by the company to restore the service or provide means of substitution or replacement shall be measured. The management of the comfort while the customer waits shall also be measured.

Annex C (informative)

"Collective passenger information" quality criterion

C.1 Presentation and purpose of the indicator

"Safety" information pertaining to operating safety is not included in this indicator. The purpose of the collective passenger information indicator is to measure both in regular and disrupted situations the criteria defined in table C.1.

C.2 Description of the indicator and definition of thresholds

Table C.1 : Description of the "collective passenger information" quality criterion

Quality criteria	Indicators
Regular situation Information before the journey: - Collective information (written, spoken, telematic) available, legible, valid, comprehensible - Definition of information regarding the financial aspect (Freefone number, cost of telephoning, services plus cost of telephoning) During the journey: - Collective information (written, spoken, telematic) available, legible, valid, comprehensible - Extent of information on routes, stops and connections - Location of the vehicle in the network	
Disrupted situation (foreseeable, unexpected) Information before the journey: - Type of disruption and service forecast - Frequency of update and withdrawal of information - Substitution means - Accessibility of information [1)] - Eventual cost of information to the customer During the journey: - Information for the passenger on the cause of disruption - Information on continuation of the journey - Information relating to emergencies (evacuation, accident, etc.)	
1) This information is provided at the passenger entrance to the service and, if necessary, for major disruptions, on a service which can be consulted from a distance.	

C.3 Definition of the unacceptability threshold

The unacceptability threshold shall be defined on a case by case basis depending on the mode (written, spoken, telematic, etc.), the type (information in regular, disrupted, emergency situations, etc.) and the length of validity of the information.

For example, in a deteriorating situation, there could be: no valid information after X minutes disruption.

C.4 Management of the unacceptable situation

For an unacceptable situation the inability to restore a normal situation is qualified.

In a regular situation, the time between observations of the fault and restoring of relevant information should be measured.

In a disrupted situation, the conformity of the information provided in relation to the actual situation shall be checked and the percentage of passengers having received correct information shall be calculated.

Annex D (informative)

"Comfort" quality criterion

D.1 Definition and purpose of the indicator

The "Comfort" indicator comprises several parameters. In effect, this is not only confined to the equipment comfort (seats, temperature), but should also take into account the immaterial and psychological comfort.

D.2 Description of the indicator and definition of thresholds

"Comfort" specifications for the journey shall be defined for each type of transport.

The indicator could be as follows: "% of passengers having experienced a journey for which the service is in accordance".

In the case of disrupted but foreseeable situations (delay, etc.), the management of the "passenger" wait and the use of stopgap measures shall be examined.

D.3 Definition of the unacceptability threshold

An unacceptability threshold shall be defined for each parameter. The company or organising authority determines the number of unacceptable factors which will make the comfort unacceptable.

D.4 Management of the unacceptable situation

The time required for stopgap measures to be implemented shall be measured. The aim shall be to minimise this time.

Annex E (informative)

"Tidiness/cleanliness of facilities" quality criterion

E.1 Definition and purpose of the indicator

The "Tidiness/cleanliness" criterion shall be as seen through the eyes of the passenger. In this case, it is not a question of checking, for example, if the cleaning process was carried out correctly and if the cleanliness of such and such a surface conforms to a scientific measurement.

E.2 Description of the indicator and definition of thresholds

The percentage of passenger journeys which conform to a reference service shall be examined with regard to the following aspects:

- smell;

- lighting;

- individuals/activities (undesirables, begging, travelling salesmen, etc.);

- cleanliness (walls, floors, windows, etc.);

- condition of the facilities (seats, signs, toilets, display of service, illuminated indicators, screens, etc.).

For information purposes, these five Tidiness/Cleanliness aspects are assessed using grids containing 50 to 100 parameters.

This assessment may be carried out by type of space.

E.3 Definition of the unacceptability threshold

An unacceptability threshold shall be defined for each parameter. The company or organising authority determines the number of unacceptable factors which will make the tidiness/cleanliness unacceptable.

E.4 Management of the unacceptable situation

The time required to restore a regular situation shall be measured.

Annex F (informative)

"Tidiness/cleanliness of vehicles" quality criterion

F.1 Definition and purpose of the indicator

The "tidiness/cleanliness of vehicles" criterion shall be evaluated using the same principles as for "Tidiness/cleanliness of installations" criterion. However, the importance of each tidiness/cleanliness aspect may be different to that for the facilities.

F.2 Description of the indicator and definition of thresholds

The "Tidiness/cleanliness" criterion shall be as seen through the eyes of the passenger. In this case, it is not a question of checking, for example, if the cleaning process was carried out correctly and if the cleanliness of such and such a surface conforms to a scientific measurement. The percentage of passenger journeys which conform to a reference service shall be examined with regard to the following aspects:

- smell;
- lighting;
- individuals/activities (undesirables, begging, travelling salesmen, etc.);
- cleanliness (walls, floors, windows, etc.);
- condition of the facilities (seats, signs, toilets, display of service, illuminated indicators, screens, etc.).

For information purposes, these five Tidiness/Cleanliness aspects are assessed using grids containing 50 to 100 parameters.

This assessment may be carried out by type of space (compartments, restaurant area, lounges, etc.).

F.3 Definition of the unacceptability threshold

An unacceptability threshold shall be defined for each parameter. The company or organising authority determines the number of unacceptable factors which will make the tidiness/cleanliness unacceptable.

F.4 Management of the unacceptable situation

The time required to restore a regular situation shall be measured.

Annex G (informative)

"Availability of equipment" quality criterion

G.1 Definition and purpose of the indicator

The purpose of the "availability of equipment" indicator is to calculate the number of passengers who were able to use the equipment in relation to the number of passengers wanting to use this equipment.

G.2 Description of the indicator and definition of thresholds

The "availability of equipment" indicator is as follows: "X % of users have experienced the correct level of service".

A list of equipment whose availability is to be monitored shall be drawn up for both equipment which is specific or non specific to the transport, and the users, whether or not they are passengers, shall be counted. Related service equipment may be, for example: cash dispensers, telephones, shops.

The correct service shall be defined through a set of specifications.

By way of example, the indicator for "Ticket machine" equipment may be:

"ticket obtained in more than X % of cases"

G.3 Definition of the unacceptability threshold

The unacceptability or service not provided threshold shall be defined by the company.

If a ticket is not obtained, this is classed as a service not provided for the affected passengers.

G.4 Management of the unacceptable situation

The time required to restore the service shall be measured.

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CEN/TC 320/WG5
N28
1997-03-14

"Departemental Transport of persons Practical guide for drafting specifications integrating a quality approach"

Contribution received from Mr. Xavier Lespinasse, AFNOR

AFNOR

International direct line : +33 1 42 91 57 43

Your Ref :

Our Ref : XL

Subject : French contribution

Date : December, 16, 1996

Sir Finn HØGSBRO
SYDBUS
Convenor of CEN/TC 320/WG 5
Collective passenger transport
Sønderjyllands Trafik
Skeibækvej 2
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Dear Sir,

One of the major objectives of the CEN/TC 320/WG 5 work is, from our point of view, the improvement of the quality of the service rendered to the traveller. This objective is shared by the organizing authorities and the transporters taking into account the impact of the quality of the transport services on the quality of life of the citizens in general. In order to attain this objective, it appears to us essential to assess the quality of the transport as a function of the criteria which take into account the number of travellers concerned. As regards time schedules for example, the production indicator is the number of vehicles which arrive on time, whereas the service indicator is the number of travellers who arrive on time.

Consequently, the WG 5 work must offer tools aimed at improving the services provided to the travellers in respons⌣ to their implicit and explicit expectations. It is therefore a question of identifying the service which one wishes to provde and its assessment.

Consequently, following the CEN/TC 320/WG 5 meeting of Friday, October 25, 1996, the French delegation, in addition to the terminology, proposes to pursue the work on the basis of the following reflections.

It seems wishable to us to define criteria families that can be adapted according to local conditions by transport operators. This approach gives an answer to the green book because its aim is to define a methodology thats leads to a service definition and measurement : this method, shared by the different modes of transport, will allow the definition of coherent multimodal transport services.

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In this context, the WG 5 work could be structured as follows :

- firstly, at the level of the company exploiting the network; it is a question of defining the assessment :

  This assessment is based on the definition of a methodology for working out quality criteria oriented towards the service given to the customer, applicable to all modes of transport and on which the company can act like the welcome, punctuality, cleanliness of the vehicles and installations, etc.

  The attached French document XP X 50-805 "....." has been drawn up in this spirit and we would like it to be circulated to the WG 5 members.

- secondly, when the QUATTRO work has made sufficient progress at organizing authority level, it is a question of defining the service :

  This definition of the service is based on a document for aiding the drafting of calls for tenders. These calls will define for example the consistency of the network, the frequency of the transport service, the stopping places (stops), etc. They will in particular be able to define the performance levels to be expected in according with the provisions of the above standard.

  This document could be entitled "Guide for the drafting of passenger transport calls for tenders for use by the organizing authorities". The French document of the Association des Présidents des Conseils Généraux, enclosed herewith, has been drawn up with this objective in mind. We would appreciate you also circulating this document to the WG 5 members as we have already asked you by our letter dated 1996, October the 4th.

We hope we have contributed at best to the WG 5 work and remain, dear Sir,

Yours faithfully,

Xavier LESPINASSE
"Industrial Equipment" Department
Convenor of the "Transport" Major Standardisation Programme

c.c. Mrs Gyrithe IBSEN
WG 5 "Passenger transportation" Secretary

Mr Soren OSTERGÄRD
CEN/TC 320 "Transport services" Chairman

AFNOR

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Monsieur Finn HØGSBRO
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le : 16 décembre 1996

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Monsieur,

Un des objectifs majeurs des travaux du CEN/TC 320/GT 5 est, de notre point de vue, l'amélioration de la qualité de service rendu au voyageur. Cet objectif est partagé par les autorités organisatrices et les transporteurs compte tenu de l'impact de la qualité des services de transport sur la qualité de vie des citoyens en général. Afin d'atteindre cet objectif, il nous paraît essentiel de mesurer la qualité du transport en fonction de critères qui prennent en compte le nombre de voyageurs concernés. En matière de délais par exemple, l'indicateur de production est le nombre de véhicules arrivant à l'heure, tandis que l'indicateur de service est le nombre de voyageurs qui arrivent à l'heure.

De ce fait, les travaux du GT 5 doivent offrir des outils visant à faciliter l'amélioration des services rendus aux voyageurs en réponse à ses attentes implicites et explicites. Il s'agit donc d'identifier le service que l'on veut rendre et sa mesure.

Par conséquent, à la suite de la réunion du CEN/TC 320/GT 5 du vendredi 25 octobre 1996, la délégation française, au delà de la terminologie, propose de poursuivre les travaux à partir des réflexions suivantes :

Il nous parait souhaitable de définir des familles d'indicateurs qualité qui puissent être déclinés en fonction des contraintes locales par les entreprises. Cette approche répond aux orientations du livre vert puisqu'elle vise à définir une méthode aboutissant à la définition du service et à sa mesure : cette méthode, commune aux différents modes de transport, permettra la construction d'offres multimodales cohérentes.

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Dans ce contexte, les travaux du GT 5 pourraient s'articuler de la façon suivante :

- dans un premier temps, au niveau de l'entreprise exploitant le réseau, il s'agit de définir la mesure :

  Définir une méthodologie d'élaboration de critères qualité orientés vers le service rendu au voyageur, applicable à tous les modes de transports et sur lesquels l'entreprise peut agir comme l'accueil, la ponctualité, la propreté des véhicules et des installations, etc.

  Le document français ci-joint XP X 50-805 "Qualité des services dans les transport - Indentification des critères de qualité pour le transport de voyageurs" a été élaboré dans cet esprit et nous souhaiterions qu'il soit diffusé aux membres du GT 5 comme base de travail. Nous vous en enverrons une version traduite en anglais d'ici à la fin du mois de janvier 1997.

- dans un deuxième temps, lorsque les travaux de quattro auront suffisamment avancé, au niveau de l'autorité organisatrice, il s'agit de définir le service :

  élaborer un document d'aide à la conception des appels d'offre. Ces appels définiront par exemple, la consistance du réseau, la fréquence des dessertes, les points d'arrêt, etc. Ils pourront en particulier fixer les niveaux de performance à atteindre conformément aux dispositions de la norme ci-dessus.

  Ce document pourrait s'intituler "Guide pour la rédaction des appels d'offre transport de voyageurs à l'usage des autorités organisatrices". Le document français de l'Association des Présidents des Conseils Généraux, ci-joint, a été rédigé avec cet objectif. Nous vous remercions de diffuser également ce document aux membres du GT 5 comme nous vous l'avions déjà demandé par notre courrier du 4 Octobre 1996.

Souhaitant contribuer au mieux aux travaux du GT 5, nous vous prions d'agréer, Monsieur, l'assurance de notre considération la meilleure.

Service "Equipement Industriel"
Animateur du GPN[1] Transports

Xavier LESPINASSE

Copie : Mrs Gyrithe IBSEN -
Secretaire du GT 5 "Transport de voyageur"

Mr Søren ØSTERGÅRD -
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[1]Grand Programme de Normalisation

ref. 0°5-93

Association des Directeurs
de Services Techniques
Départementaux

DEPARTEMENTAL TRANSPORT OF PERSONS

Practical guide for drafting specifications integrating a quality approach

APCG

Assemblée des Présidents des conseils généraux de France

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Contents

0 Foreword

Beyong the practical difficulties that this entails, the implementation of the provisions of the SAPIN law (29.01.93) should, according to LOTI (30.12.1982), represent a new opportunity for the departments to develop their ideas on the policy that they wish to pursue on transport. This should enable them to redefine the organisation and contractual relationships to be implemented, and to draft the documents spelling out this new approach.

We must remember that in the conclusions of LOTI, where the public authorities are responsible for the organisation and promotion of passenger (and goods) transport, this shall constitute a public service.

This LOTI law also states that

> *"the domestic transport system shall satisfy the **needs of the users** according to the **economic and social conditions which best benefit the community**... These needs are satisfied by the implementation of provisions giving freedom of movement and free choice of means for the user. The progressive implementation of the **right to transport** shall enable the users to move about under reasonable conditions of access, **quality and price** as well as being reasonable cost to the community, in particular, by the use of a public transport system".*

The key document in the SAPIN law is the specification sheet. It is the guarantee that a transport system operates correctly, especially at a time when the expectations in quality requirements are becoming higher and higher..

However, they must be drafted to answer to the specificities of each *Département* and, in particular, to its needs and to the policy that it intends to implement, while taking into account the means that it wishes to allocate.

To facilitate this process the APCG, along with its technical services managers, has drafted a practical manual for the designing of specifications, taking into consideration the wealth and variety of situations which are encountered.

Bearing in mind the importance of the quality aspect in question, this document will first analyse the means and provisions through which it may be introduced, before proposing a general content for the specifications.

However, before examining these elements in depth, we feel it useful to clarify:

- the concept of quality
- to which objectives the specification sheet respond.

A What is quality ?

A quality process is designed to obtain quality.
But what is the definition of quality ?

- Passengers using a transport service expect a level of **performance** which satisfies their **needs**.

- Those *Départements* (French regional districts) which have delegated the operation of a route, a system of routes or even an entire network to an operator expect a level of perfection which is in conformity with their **requirements**.

- The operators exploiting these routes wish to demonstrate their know-how so as to have their competence (i.e. their **capacity** to operate a service in conformity with the **expectations**) acknowledge and taken into consideration.

The passenger, organising authority and operator all express the same desire for the properties and characteristics of the provided service to place it at a certain level of excellence, i.e. that these properties and characteristics satisfy their expressed or implicit needs.

The definition of quality is the same as is stated in standard ISO 8402 (or NF X 50 - 120).

However, the quality concept is not in itself directly operational. It is part of a process which aims to:

- **define the desired level of excellence (the quality required)**
- **implement the methods of attaining this**
- **monitor and check the level of excellence which has actually been reached (the quality provided) so that any necessary measures may be taken.**

All of this process constitutes the quality process.

This process shall concern the entire system in question and involve, to various degrees, all the players in this system. Each player shall develop its own quality process consistent and in coordination with the other participants; this shall depend on its responsibilities, which should be clearly defined.

The process complements a marketing process to which it is closely tied. It may also complement other processes such as public service or town and country planning processes. Its aim is to define products to satisfy requirements, while taking into account economic, social and technical constraints.

N.B.: Such a procedure may be applied to a service once the organising authority has defined its consistency level, however it may also apply at an earlier stage, including the definition and design stages.

B What is a specification sheet

The question may appear surprising, however on examining various existing contracts and specification sheets, we are met with a wide variety of definitions.

While it is always a document appended to the contract,

- in certain cases it contains nearly all the contractual clauses. The contract is in fact a simple commitment,
- in other cases, it is simply a technical sheet which briefly describes the service to be provided. The contract contains the essential conditions to be respected when providing this service,
- there are also cases in which it is divided into two documents: a general specifications sheet complemented by a specification sheet specific tor each service.

We should not be surprised by these differences. It is certainly largely due to the fact that the notion of a specifications sheet does not figure either in the LOTI or in the SAPIN law.

So what purpose does it serve ?

- at a consultation level, whether traditional or performance-based, it shall enable offers to be established and assessed, while guaranteeing free competition,
- at an operating level, it shall guarantee the quality of the service and enable monitoring and inspection.

The specifications sheet should therefore:

- **clearly identify the service to be provided,**
- **specify the level of performance which this service shall attain,**
- **specify the respective responsibilities of each party in the provision of this service.**

In addition to the general contractual provisions, the contract should stipulate how this service is to be assessed and sanctioned.

Resolutions:

We have no intention of engaging in a debate over semantics. It is of little importance whether such and such a clause is in the contract or in the specifications sheet; as these two documents are closely linked, what matters is that the clause exists.

We have also addressed the broader scenario, assuming that the operator accepts maximum responsibility from the very outset. Where certain of these responsibilities are being carried out in their entirety (under local control) or partly (convention) by the organising authority, the appropriate modifications should be made.

For the drafting of this manual, the decision was taken not to elaborate on the traditional clauses of a specifications sheet, but to develop these with regard to the quality process.

1 The quality process

After briefly refamiliarising ourselves with the players involved in a quality process and its justification, we shall first examine its implications and then list the elements which may be integrated into the specifications sheet.

A Who is the quality process for ?

While it is clear that the **customer** is at the centre of the quality process, all the participants in the system are involved:

- **The organising authority**, which requires the service to be conform to its order, to the price laid, and to the image that it wishes to display to its citizens.

- The **operator**, for which it constitutes not only a sales argument, but also an element of progress and social cohesion within the company.

- The **taxpayer**, who expects his money to be put to good use.

The customer should be defined in broad terms. This means that it is not just the passenger, but also the parent of a schoolchild, an academic establishment, a community, etc.

B Why the need for a quality process ?

Not simply because it is trendy, but because, according to certain experts, **non-quality costs** can represent 10 to 30 % of the annual revenue. Besides, there is a human cost for non-quality which is far from negligible.

And also because quality is defined in the following texts:

- LOTI which, in its first two paragraphs, defines the notion of the right to transport which shall enable "... the users to move about under reasonable conditions of access, **quality** and price, as well as being reasonable cost to the community...".

- The SAPIN Law which points out in paragraph 38 that "the collectivity shall send a document to each of its candidates defining the quantitative and **qualitative** characteristics of the services...".

- Law No. 95 127 of 8 February 1995 which adds paragraph 40.1 to the SAPIN law stating that "each year, before the 1st of June, the proxy shall provide the delegating authority with a report containing, notably, the accounts which trace back all the operations pertaining to the running of a public service and an analysis of the **quality of service**.".

Also, because it is the duty of a public service to satisfy the needs of the citizens, not only by ensuring the continuity of service and equality of access, but also the best service at the optimum cost, i.e. the best **value for money**. Its image depends on this.

Finally, because the search for quality is a source of **progress** and **motivation** for all those making a contribution to the system.