

Quality Management Plan **recommend sample plans be included for different scope projects and programs as well as for organizations to facilitate application and use – reducing the workload and improving understanding.** Response: [BP team will review and respond.](#)

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## Scope

This reference **Response: [accepted](#)** documents project-specific quality assurance and quality control procedures appropriate to the size, complexity, and nature of the project. Quality improvements are also documented and may be included in *Lessons Learned*[\[PROC1021\]](#). The Quality Management Plan is a supporting plan that facilitates the implementation of the Project Management Plan (PMP). Quality Management, *Risk Management*[\[REF1023\]](#), *Communications*[\[REF1022\]](#), and *Change Management*[\[REF1025\]](#) Plans are developed concurrently in the iterative Program/Project Planning Phase.

Quality is planned for, not inspected in, and is managed through the Plan-Do-Check-Act cycle for project execution, program management, and business processes. **This section only talks about documenting the customer’s expectations and consensus quality objectives. However, there are organizations internally that have quality objectives also and they should be documented here as well. Since the customer is a member of the PDT, couldn’t the Quality Plan document the PDT’s expectations? Maybe the content of the Plan should have an additional section to document the PDT quality objectives. [cesb]** Response: [Rejected](#). **This document only addresses project-specific quality objectives. Internal quality objectives are general in nature.**

## Responsibility

The PM, in concert with the PDT, is responsible to document customer expectations and consensus quality objectives in a Quality Management Plan that supports the implementation of the PMP. PMs employ the expertise of their project delivery teams to determine the procedures necessary to achieve the target level of quality. The PM ensures the customer endorses all quality objectives **What degree of specificity is expected in the “quality objectives.” For this process to be meaningful in the real world, the QMP and its quality objectives would have to be very detailed. I don’t see this as realistic for 99% of our projects.** Response: **To come to an agreed-upon scope, the Customer must endorse all quality objectives.**

included in the Quality Management Plan and understands the customer’s role in project success.

The PM’s relationship with the customer is pivotal to providing quality service. The PMs active role as consultant is essential to ensure that the customer’s quality objectives are clearly articulated and that the customer understands the essential professional standards, laws, and codes which, must be incorporated into the project. **More important is that the PM and the PDT understand the customers’ needs, constraints, background, preferences, and his associated stakeholders!** Response: [Covered in Customer Scope Definition.](#)

The PDT, led by the PM, is responsible for delivering a quality project. Each member of the PDT is responsible for the quality of their own work, for keeping the commitments for completion of their portion of the project as documented in the Quality Management Plan and the PMP. The PM and the PDT work with the customer early in the Customer Scope Definition Process to determine what the customer needs, and refine those requirements in light of safety, fiscal, schedule, and other constraints. *The PM and PDT consider the cost/benefit of all quality improvements.* The PDT must identify, communicate to the customer, and implement essential professional standards, laws, and codes . **I thought the PDT included customers.** **Response:** [Reworded.](#) [See master document.](#)

Supervisors/Resource Providers at all levels of the organization are responsible for the competence of their team members in order to provide a quality project or service to the customer.

## **Distribution**

Project Delivery Team (PDT)

Project Manager (PM)

## **Ownership**

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

## Quality Management Relationships

	Quality Planning	Quality Assurance (QA)	Quality Control (QC)	Quality Improvement
	Plan	Do	Check	Act
What Is Done	Determine what will be quality on the project and how quality will be measured	Determine if your measurement of quality is appropriate by evaluating overall performance on a regular basis to insure the project will satisfy customer quality expectations	Monitor specific project products to determine if they meet performance measurement thresholds defined in the quality management plan	Taking action to increase the effectiveness and efficiency of the project when corrective actions such as Change Requests are identified. Changes to the Quality Management Plan and the PMP may be required.
When It Is Done	Project Planning Phase  <b>Processes</b> <ul style="list-style-type: none"> <li>• PMP Development</li> <li>• Customer Scope Definition</li> <li>• Team Establishment</li> <li>• Activity Development</li> <li>• Resource Estimate Development</li> <li>• Project Delivery Acquisition Strategy</li> </ul>	Project Execution, Status & Control Phase  <b>Processes</b> <ul style="list-style-type: none"> <li>• Project Execution &amp; Control</li> </ul>	Project Execution, Status & Control Phase  <b>Processes</b> <ul style="list-style-type: none"> <li>• Project Execution &amp; Control</li> <li>• Lessons Learned</li> </ul>	Project Execution, Status & Control Phase and Project Planning Phase  <b>Processes</b> <ul style="list-style-type: none"> <li>• Change Management</li> <li>• PMP Development</li> </ul>

## Quality Management Plan – Format & Content

### Overview of Quality Management Plan

Purpose

Overview of Plan, Do, Check, Act

### Customer Quality Objectives

Identify Customer Quality Objectives

Identify Quality Threshold for each Quality Objective

### Quality Assurance

Organizational Quality System Requirements (Organizational Quality Management Plan)

### Quality Control Plans

Address each major deliverable

Other Project Specific Information as required

## Quality Management Plan – Methodology

### a. Plan:

**Add the need for the PM and PDT to identify USACE policy and legal constraints upfront with the customer. Also, it seems like a lot is left to the PM/PDT to "self police" the QC--where are the roles of the senior district staff principals addressed to ensure things are being done in accord with laws and policy and that sponsors are not being misinformed on just how far and to what degree we can participate? Again, at least a cross-reference would be helpful. Response: This is stated in Customer Scope Definition, and Responsibilities (above). Also, ER 5-1-11 states that the PDT is responsible & accountable for delivering a quality project to the customer.**

(1) Identify the customers Quality Objectives. Help customers express quality expectations in objective, quantitative terms.

(2) Identify minimum professional standards including legal, environmental, economic, code, and life safety. **We identify minimum professional standards, including legal, env, econ, code, and life safety. It's fine to identify these minimum standards, but we should ensure that we don't adopt a "minimalist" approach wherein we attempt to get as close to the line as possible. This could create pressure to actually "tread the line", particularly in legal. The idea should be, while identifying minimal, to also define, as a policy matter, what is desirable and necessary to uphold Corps standards and avoid even the appearance of impropriety or legal brinkmanship. Response: Reworded. See master document.**

(3) Balance needs and expectations of customers and stakeholders with cost, schedule, and professional standards. Evaluate the costs and benefits of selected quality objectives and the processes to be used to achieve objectives.

- (4) Develop an effective plan and processes, including quality assurance and quality control procedures, to achieve objectives. Consider risk factors and complexity of the project and adapt processes to provide the requisite level of quality.
  - (5) Develop performance measure thresholds to assure agreement on the definition of success relative to Quality Objectives.
  - (6) Ensure customer endorsement of all quality objectives included in the Quality Management Plan.
- b. Do:
- (1) Do the work according to the approved PMP and standard operating procedures.
  - (2) Project execution is a dynamic process. The PDT must communicate, meet on a regularly scheduled basis, and adapt to changing conditions. The Quality Management Plan and PMP may require modification to ensure that project objectives are met.
- c. Check:
- (1) Perform sufficient independent technical review, management oversight, and verification to ensure that quality objectives are met consistent with District Quality Management Plans.
  - (2) Check performance against the PMP and Customer Quality Objectives performance measures thresholds to verify that performance will accomplish Quality Objectives and to verify sufficiency of the plan. Share findings with all project stakeholders to include customers and other interested personnel to facilitate continuous improvement. Document in *Lessons Learned*[PROC1021], as required.
- d. Act:
- (1) If performance measures thresholds are exceeded, take specific corrective actions to fix the systemic cause of any non-conformance, deficiency, or other unwanted effect.
  - (2) Document quality improvements that could include appropriate revisions to the quality management plan, alteration of quality assurance and control procedures, and adjustments to resource allocations.