

-Quality System (MVD)

Response: Document removed, content to be rewritten & placed in Preface

Scope

This reference document includes information required to ensure **districts, labs, centers, and MSC's** satisfy the needs and objectives of quality assurance and quality control. Quality systems facilitate delivery of effective and efficient products and services to our internal and external customers.

In addition to quality management objectives developed as part of PMP's for projects, the system for quality management at a District/Lab/Center/MS C level is defined in an organizational level Quality Management Plan (QMP). ER 5-1-11 states, "Quality objectives for individual projects are documented in the project specific PMP" and the "QMP aligns the policies and operational procedures of the entire organization." The ER also states that a "QMP details the structure and framework of procedures and activities necessary to satisfy the mission, establishes roles and responsibilities, and assigns accountability for quality." ER 5-1-11 outlines a mission-oriented (or product oriented) tool that outlines, in a macroscopic sense, the processes by which the various organizational elements interact to produce quality results. This is best accomplished with a QMP outlining the quality framework for the entire organization (MSC). Project-specific quality objectives accompanying each PMP are consistent with the organizational QMP.[This reference should be further expanded to discuss how organizational level QMP's are developed using the Plan-Do-Check-Act cycle as in Ref. 1024 for quality management objectives.]

Distribution

All USACE Employees

Ownership

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

Responsibilities

All USACE organizations and team members are responsible for the evaluation and analysis of the strengths and weaknesses of their programs, projects, and supporting business processes. They continuously improve the quality system by seeking out enablers and impediments to program and project excellence, working to remove any encumbrances. Refer to *Lessons Learned[PROC1021]*. All operating field offices share process improvements, demonstrated

best practices using lessons learned protocols, promoting consistency and continuous improvement across USACE. RBCs facilitate sharing of district and regional business process and practice improvements, also using lessons learned protocols. RBCs provide recommendations to HQUSACE for necessary improvements and modifications to quality guidance documents. **Every functional element will be required to process map their quality system(s) and over time make them a part of the PMBP. The basic concept is that quality systems include the whole organization, and are not just accomplished as described in quality management objectives in PMP's or the organizational QMP's.**

Districts/Labs/Centers ensure subordinate program and project managers develop quality management plans focused on processes used to delivery quality products and services to customers.

Districts/Labs/Centers develop command-wide **QMP's** that include processes and checks to verify that products and services are provided to customers in accordance with appropriate quality objectives.

Districts/Labs/Centers perform quality assurance on the information contained in P2 for projects and programs within their commands.

MSCs ensure all their subordinate districts follow the standard USACE business practices contained in the PMBP manual, and enter lessons learned into P2. MSCs perform quality assurance of their subordinate districts' quality process through periodic audits using an integrated approach consistent with the PMBP. MSC quality management personnel review their districts' quality management documentation, and perform periodic on-site audits **including review of quality management objectives contained in PMP's.**

MSCs will consider the consequences of the project's failure (risk to life and property); political sensitivity; and the routine or complex nature of the project in determining which quality management objectives sections of PMP's require MSC approval. Only those projects/products that rank highly under these criteria need MSC oversight for this aspect of the PMP's.

MSCs perform quality assurance on the information contained in P2 for projects and programs within their regions.