

Quality Management **Objectives in PMP's (MVD) Response: Rejected, This is part of the PMP**

Scope

This reference document 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]. Quality Management **objectives are an integral part of the PMP Response: Reworded. See Master Document.** 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.

In addition to quality management objectives developed as part of PMP's for projects, the system for Quality Management at a District/Lab/Center/MSL 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 District (or MSL). Project-specific quality management objectives accompanying each PMP are consistent with the organizational QMP. Response: Reworded. See master document.

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.

Responsibility

The PM, in concert with the PDT, is responsible to document customer expectations and consensus quality **management objectives at a project-level Response: Accepted.** 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 included in the **organizational level QMP Response: Rejected, prefer original wording** and understands the customer's role in project success.

The PM's relationship with the customer is pivotal to providing quality service. The PM's 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.

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 **Response: Reworded. See master document.** 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 .

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 | <p>Project Planning Phase</p> <p>Processes</p> <ul style="list-style-type: none"> • PMP Development • Customer Scope Definition • Team Establishment • Activity Development • Resource Estimate Development • Project Delivery Acquisition Strategy | <p>Project Execution, Status & Control Phase</p> <p>Processes</p> <ul style="list-style-type: none"> • Project Execution & Control | <p>Project Execution, Status & Control Phase</p> <p>Processes</p> <ul style="list-style-type: none"> • Project Execution & Control • Lessons Learned | <p>Project Execution, Status & Control Phase and Project Planning Phase</p> <p>Processes</p> <ul style="list-style-type: none"> • Change Management • PMP Development |
| | | | | |

Project-Level Quality Management Objectives Response: Rejected, see above – 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 **Objectives Response: Rejected, see above**
 - Address each major deliverable
- Other Project Specific Information as required

Project-Level Quality Management Objectives Response: Rejected, see above – Methodology

a. Plan:

- (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.
- (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 **PMP**.
Response: Rejected, prefer original wording

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 objectives** **Response: Rejected, prefer original wording** 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 **objectives** **Response: Rejected, prefer original wording**, alteration of quality assurance and control procedures, and adjustments to resource allocations.