Quality Management Plan

(Large Projects)

Template and Guide

Version 1.0 April 2009

This Template and Guide is intended for the development of a Project Quality Management Plan. The Guide is intended to be read in conjunction with the Template and should be removed from the front of the final document.

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What is a Project Quality Management Plan?

Planning for quality management in a project can reduce the risk of project failure attributable to inadequate project management processes that result in outputs failing to meet defined and agreed standards. A *Project Quality Management Plan* is a formal framework that defines the project management processes that will be applied to ensure that the project is managed in accordance with relevant methodologies and standards so that the delivery of project outputs can be confirmed by the Steering Committee as ‘fit for purpose’.

Why would you develop a Project Quality Management Plan?

A *Project Quality Management Plan* is developed to provide:

* A comprehensive overview of the quality methodologies and standards to be adopted in managing the project and in the production of the outputs.
* Agreed processes for the management of changes, problems, issues and incidents that emerge during the production of the outputs.
* Confirmation of the roles and responsibilities of relevant parties in the project’s governance structure in the production of the outputs.
* The project’s Steering Committee with a documented framework to ensure the production of quality project outputs and the application of quality project management processes.

The document expands upon details provided in the *Project Business Plan* that provides detailed definition of the project scope and the agreed management framework for the project.

When would you develop a Project Quality Management Plan?

Quality management includes two components:

* Quality assurance (to assure quality project management processes) and
* Quality control (establishing the standards for acceptance of the outputs, monitoring against this criteria to determine if quality has been achieved and maximising any opportunities for their continuous improvement as they are being produced).

It is recommended that a *Project* *Quality Management Plan* be developed for every project as a formal framework to ensure that the appropriate methodologies and standards are applied and that project outputs are ultimately delivered fit-for-purpose.

It is recognised that quality management processes may vary from project to project. For smaller, less complex projects the details of the quality management framework can be provided within or as an appendix to the *Project Business Plan*. However, for large and/or complex projects the development of a stand-alone *Project Quality Management Plan* is recommended.

The *Project Quality Management Plan* expands the approved proposal developed in the Project Business Plan in order to define and gain authorisation for the project and quality management processes to be used throughout the project.

Getting Started

Before starting a Quality Management Plan, you will need:

* Endorsement of the *Project Business Plan* by the Project Sponsor and/or Steering Committee.
* Knowledge and understanding of quality management, as outlined in the Tasmanian Government Project Management Guidelines.
* Understanding of the project stakeholders and their requirements.

Also Advisable

* Any of the following optional documents – Project Proposal, Project Business Case or Feasibility Study.
* Knowledge and understanding of project planning, scope definition, project governance, stakeholder identification and risk identification.
* Awareness of the environmental factors that may affect the project such as political, industrial, legislative, technical, financial, social, cultural and security/privacy.
* Departmental Project Management Guidelines.

What you will have when you are finished:

A complete *Project Quality Management Plan* that is ready for acceptance by the Project Steering Committee

Integration Process

It should be noted that development of the *Project Quality Management Plan* is not a static process, and that aspects of the project quality management approach must be re-examined over the life of the project, particularly where a great deal of change in scope, schedule or budget is involved. This iterative development should involve the Project Team, the Steering Committee and the Project Sponsor. Any changes to project scope have potential impacts for project quality management, as does the process of risk identification. The key is to determine the effect of such changes and obtain clear sign-off.

**Maintaining document control**

In order to track the agreed changes to the *Project Quality Management Plan*, and record its distribution throughout the document's development and subsequent revision(s), a document version control process is essential. Version control provides for unique identification of documents, whether electronic or hard copy, and assists with the easy identification of each subsequent version of a document. The version number changes as the document is revised allowing released versions of a document to be readily discernable from draft versions.

Refer to the Project Management Fact Sheet: Document Control for more information.

**Endorsement and Acceptance:**

The *Quality Management Plan* should be accepted by the Project Sponsor and endorsed by the Steering Committee. As the project progresses, this document will need to be updated, revised and re-released.

**How to use this template:**

The template contains sections which are either optional or can be developed at a number of levels of detail depending upon individual need.

All documents developed based on this template should include an appropriate acknowledgement. Please refer to wording in the acknowledgements section of the template.

A number of different text styles have been used within the template, as follows:

Text in *blue* *italics* is intended to provide a guide as to the kind of information that can be included in a section and to what types of projects it might be applicable.

Text in normal font is intended as examples.

Text enclosed in <angle brackets> is intended to be replaced by whatever it is describing.

**Where to Get Additional Help:**

The Large Project Business Plan Template provides high level detail on the main components required in defining the quality processes to be implemented.

Further information on quality management is contained within the Tasmanian Government Project Management Guidelines - Section 9: Quality Management*.*

The Tasmanian Government Project Management Framework resources listed above can be found at [**www.egovernment.tas.gov.au**](http://www.egovernment.tas.gov.au)

**Checklist**

Have you remembered to remove:

* The versioning statement from the front cover of your document?
* This guide and checklist from the front of your document?
* All blue italic instructional text and <prescriptive text enclosed in angle brackets> within the template?

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| <Project Title>  Quality Management Plan |
| Version: <n.n>, Date: <dd-mm-yyyy>  Copy: Uncontrolled |
| The version number starts at one and increases by one for each release. It shows the release number and a revision letter if in draft. The original draft is 0.A and subsequent drafts are 0.B, 0.C etc. The first accepted and issued document is 1.0. Subsequent changes in draft form are 1.0A, 1.0B etc.. The accepted and issued second version is 1.1 or 2.0, depending on the magnitude of the change.  Refer to the Project Management Fact Sheet: Document Control, for more information at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au) |

Document Acceptance and Release Notice

This is <release/version> <n.n> of the <Project Title> Quality Management Plan.

The Quality Management Plan is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as complete replacement. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

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| PREPARED: |  | Date: |  | - |  | - |  |
| (for acceptance) | <Name>  <Project Title> Project Manager |  |  | | | | |
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| ACCEPTED: |  | Date: |  | - |  | - |  |
| (for release) | <Name, Title>  <Project Title> Project Sponsor on behalf of the <Project Title> Project Steering Committee |  |  | | | | |

Document Development History

Build Status:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Version | Date | Author | Reason | Sections |
| <n.n>  List the most recent amendment first | <dd-mm-yyyy> | <name> | Initial Release | All |

Amendments in this Release:

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| Section Title | Section Number | Amendment Summary |
|  |  | eg. This is the first release of this document. |

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# Overview

## Purpose of this Quality Management Plan

The purpose of the Quality Plan is to detail how the quality processes for the <project name> will be implemented to ensure that the project outputs are delivered fit-for-purpose. This will be achieved by ensuring that all project management processes are conducted in a quality manner (quality assurance) and by developing quality criteria for the outputs themselves (quality control).

This document is to be read in conjunction with the <project name> Project Business Plan and will be reviewed and amended to meet changed conditions or objectives during the project’s life span.

## Quality Management Plan Components

To achieve this, the <project name*>* Quality Management Plan includes the following components:

* Quality Assurance - to ensure quality project management processes.
* Quality Control - via the development of quality outputs; and
* Quality Improvement – review points to assess and improve quality where possible.

## Quality Philosophy

*The quality philosophy should reflect the overall intentions and approach to be applied with regard to quality throughout the project. It should reflect an appropriate level of quality in the context of the project risk and target market and take into account the balance between time and cost. Remember there is no point a delivering a Mercedes when a pushbike would do the job.*

The Quality Philosophy to be adopted throughout the <project name> Project describes the overall intentions and approach to be applied with regard to quality.

The Quality Philosophy for the <Project name> Project involves:

Detail the project’s overall intentions and approach to quality here, for example

* Standards and methodologies for project management quality assurance (eg. Tasmanian Government Project Management Guidelines).
* Working in partnership with stakeholders and utilising a consultative approach to ensure broad stakeholder support;
* Effective processes to support arrangements for good governance and accountability;
* Input from individuals with appropriate subject or technical expertise to ensure development of outputs that are fit for purpose;
* Standards for output quality such as Prince2, ITIL etc

## Quality Strategy

For large and/or complex projects, a Quality Strategy should be developed from which the Quality Management Plan is derived. This strategy is also included in the Project Business Plan.

The Quality Strategy for the <Project name> Project involves:

* Quality issues faced in the application of the project management processes/methodology
* Quality issues faced in the development of the outputs
* Critical outputs ‑ project outputs that need to be delivered fit-for-purpose, and the criteria that determine their suitability
* Processes ‑ activities in the work plan that must be undertaken correctly
* Relevant standards that should be applied
* How these standards will be satisfied

# Project Quality Assurance

Quality Assurance for the <project name> Project will be achieved by defining the relevant quality project management processes that will be applied.

## Methodologies and Standards

What proven methodologies and standards will be used to ensure that quality project management processes are being applied? The relevant methodologies, standards and guidelines should be listed, with individual sections identified as appropriate.

* Tasmanian Government Project Management Guidelines, including Steering Committee Terms of Reference available at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au)
* Standards, such as AS/NZ 4360:2004 Risk Management
* Relevant Department of Treasury and Finance policies and guidelines including policy on the engagement of consultants and appropriate tendering and contract management, available at www.treasury.tas.gov.au
* Records management, web publishing, information security, privacy and other whole-of-government information technology policies and guidelines, available at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au)
* Relevant business domain driven standards

To ensure that the <project name> Project is managed to an appropriate level of quality following methodologies and standards will be utilised:

List relevant methodologies, standards and guidelines here, with individual sections identified as appropriate.

Any changes to these standards will be recorded as an issue in the Project Issues Register, the potential impact assessed and managed appropriately.

## Quality Review

### Project Quality Consultants

Large projects may engage one or more quality consultants to undertake formal quality reviews of the project’s processes. These consultants work independently of the Project Team, and are often contracted from outside the organisation.

The role of any Quality Consultants in relation to review of the project’s structure, processes and progress toward outputs should be detailed here. Depending on their area of expertise, a Quality Consultant’s role may include providing independent feedback to the Steering Committee on issues such as:

* Legal issues related to the review of contractual documentation;
* Auditors who report on the Project’s compliance with internal and external audit requirements;
* Quality reviews conducted of the project, for example with respect to management of the project and quality management methodologies and processes that are being used; or
* Whether stakeholders’ interests are being appropriately represented and managed.

Project Quality Consultants may also contribute to the formal Project Evaluation (post project closure) by providing a Project Performance Review or a review of the project management methodology.

*Refer to the Tasmanian Government Project Management Guidelines Version 6.0 - Appendix 3: A Charter for Project Management Quality Advisory* [*Consultants*](http://www.projectmanagement.tas.gov.au/guidelines/pm6_14appx3.shtml) *and Appendix 4: A Charter for Project Management* [*Quality*](http://www.projectmanagement.tas.gov.au/guidelines/pm6_14appx4.shtml) *Review Consultants for more information.*

### Project Evaluation and Review

When quality management is being undertaken effectively in a project, there will usually be areas identified for improvement. By building in regular reviews of both output development processes and project processes, quality improvement can be carried out throughout the life of the project.

In this section define the following:

* The timing for any reviews, which may be conducted at the end of a phase or each and every phase, and/or after all outputs have been delivered prior to the project being closed.
* What each review(s) will cover, for example:
* A review of project performance against the defined project target outcomes;
* A review of the processes used to produce the outputs;
* Lessons learnt from the project; or
* A combination of the above.
* Opportunities for improvement
* Who is responsible for arranging and managing the review(s)?
* Who will perform the review(s)?
* Who is responsible for the post implementation review process?
* Who will the report(s) be delivered to?
* Who is responsible for accepting the reports produced by the process?
* Will all relevant stakeholders be included within the review process?
* What action will be taken once the report(s) have been received?

Ideally, an independent body conducts these types of review and the cost for the reviews should be included in the project budget.

Refer to the Tasmanian Government Project Management Guidelines and the Project Management Template: Project Review and Evaluation for more information.

### Management of changes to project scope

Unplanned change does not have to be unmanaged. Dealing with such issues within the scope of a project involves:

* Anticipating and planning for possible changes through risk analysis contingency plans;
* Keeping track of emerging or unanticipated issues through issues management procedures;
* Bringing issues, which could have a major impact on the nature or substance of the project, to the project Steering Committee so they can re-evaluate the project or make adjustments;
* Using an iterative process of change within the scope of a single project.
* Reflecting changes of project scope in Project Business Plan iterations.

In this section identify the process that will be used to manage changes to the project scope and how this will be reflected in the project business planning. It is also important to identify who is responsible for signing off on these changes.

## Risk Assessment and Management

The purpose of risk management is to ensure that levels of risk and uncertainty are properly managed, so any potential threat to the delivery of outputs (level of resourcing, time, cost and quality) and the realisation of outcomes by the Business Owner(s) is appropriately managed to ensure the project is completed successfully.

Document the project approach to risk assessment and management that will be applied and identify how risks to quality will be reflected through the process.

## Information Management

### Document Management

What review and acceptance procedures will apply in the management of the Project Business Plan and or other core project documents? How will version control be managed? Will ‘controlled’ copies of accepted versions be issued (eg. Copy 1 is issued to the Project Sponsor etc)? Refer to the Project Management Fact Sheet: Document Control, for more information at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au).

### Record keeping

In this section identify any relevant government policy, legislation and rules that effect how record’s for the project must be kept. Include detail of any protocols that apply for records management (eg TRIM), and how registration of all official documents will be managed.

In Tasmania the Archives Act 1983 and amendments, and the Archives Regulations 2004, provide the legislative background and provisions for dealings with State Records and establish the framework for formal guidelines and other standards and policy settings for management of these records.

State records guidelines and recordkeeping advices provided by the Tasmanian Archives office can be found at <http://www.archives.tas.gov.au/legislative/staterecords>.

# Output Quality Control

Quality control for the <Project Name> Project will be achieved by defining the relevant quality criteria for the outputs, or what characteristics make them ‘fit for purpose’.

## Output Quality Criteria

*Quality planning includes defining the output quality criteria and standards that will be used to determine their acceptability and ‘fitness for purpose’. In this section, define who or what groups will be involved in specification of the output quality criteria and how ‘fitness for purpose’ will be determined. Confirmation of ‘fitness for purpose’ criteria requires meaningful and measurable goals, which can assist in the quantification of project target outcomes.*

*Relevant methodologies, standards and guidelines may be used to assist. These usually contain technical specifications or other precise criteria to be used consistently as rules, guidelines, or definitions of characteristics, to ensure that any materials, products, processes and services required for output development are fit for their purpose. For example:*

* Specific policies and guidelines relating to Government requirements (eg. Treasury and Finance available at www.treasury.tas.gov.au)
* Output development methodologies such as ITIL (Information Technology Infrastructure Library), Prince2, etc
* Standards, such as ISO (International Standards Organisation, Construction Industry Standards etc.

*‘Fitness for purpose’ for each output is also determined by the needs, expectations, requirements and ‘critical success factors’ of key stakeholders such as:*

* Business Owner(s) - It is essential that the future Business Owner has early input into the output quality assurance processes that will assist with ensuring the outputs are fit-for-purpose before delivery. The Business Owner(s) may be required to contribute resources to the project during their development in order to ensure that the outputs are being developed satisfactorily. This involvement is continuous from the early conceptual stages through to reviewing and/or testing the completed products. Such involvement will ensure the Business Owner takes ‘ownership’ of the outputs early in their development and has a vested interest in long term maintenance.
* Advisory Groups (ie. forums of experts) to provide advice or technical expertise in relation to output development and quality assurance
* Reference Group(s) – provide forums to achieve consensus among groups of stakeholders, which may include assessing the fitness for purpose of particular outputs.
* Working Group(s) - consist of small specialist work groups, each dedicated to producing a well-defined output within a specific timeframe.
* Consultants - to provide specialist expertise/advice in relation to the development of specific outputs.

*For example, the criteria are determined by an Advisory Group/Working Group and informed by the technical expertise of a consultant, the criteria is then ratified by the Business Owner and endorsed by the Steering Committee.*

*Fitness-for-purpose criteria must be developed and documented for each output. They may be documented as business requirements, functional, technical or design specifications, or more simply as an appendix to the Quality Plan.*

## Output Review Procedures

*In this section define how and when the outputs will be tested and reviewed and by whom. What is the role of the Business Owner? This section should include a description of the approach to:*

* Output testing and review. Usually it is assumed testing only applies to IT systems but it is also relevant to other outputs that require testing to ensure they meet specified functional requirements. It is also necessary to formalise the output change management procedures that will be used to document problem reporting and rectification.
* Progressive audits or appraisals to be conducted throughout the project. These reviews are undertaken progressively, as quality cannot be built in at the end of a project. These reviews should be identified and included in the project schedule, and may include the use of a Probity Auditor, or other external consultants with the relevant ‘technical’ experience, to provide advice or perform a review of outputs or their components.

### Output or Technical Quality Consultants

*In this section detail the role of any Output Quality Consultants in relation to the review of the quality of outputs being produced within a project in a technical field (eg law, IT, construction). Depending on their area of expertise, an Output Quality Consultant’s role may include providing independent and formal feedback to the Steering Committee on issues such as:*

* The technological aspects of the project (Information technology specialists).
* Project compliance with internal and external audit requirements.

*The form of this advice, frequency (or specific dates), and to whom this advice will be provided should also be specified here.*

### Change Control

It is important to manage changes to the technical aspects of outputs as they are identified, either to rectify a problem or where an improvement is required. In this section detail the process that will be used for changes to be approved and acted on. Any changes to output specifications should be controlled through a change process that provides:

* A structured process for facilitating the introduction of the change
* An assessment of the impact of the proposed chanted
* A method of authorising change
* An audit trail of changes

The Change Control Process for the <Project name> Project will involve:

All change requests should be recorded and monitored, a sample template for a Change Request/Rectification Log can be found at Appendix A.

## Output Acceptance Procedures

It is essential that output acceptance by the Business Owner is appropriately defined and documented. Output acceptance also includes acceptance of related ongoing management responsibilities and accountabilities. In this section define

* What processes the Business Owner(s) will apply to conduct final review and acceptance of the outputs based on the agreed criteria;
* How the sign off by the Business Owner that they have accepted the output(s) and related ongoing management responsibilities and accountabilities is to be documented (eg. via an exchange of emails, Steering Committee minutes or by formal agreement captured in appropriate documentation such as a Handover Plan or as part of the Outcome Realisation Plan).

Confirmation of Output Acceptance is also required for formal project closure. Refer to the [Tasmanian Government Project Management Guidelines](http://www.projectmanagement.tas.gov.au/guidelines/pm6sum.htm) and the [Project Management Template: Project Closure Report](http://www.projectmanagement.tas.gov.au/pm_templates/pm035_menu.htm) for more information.

Once the Business Owner’s formal acceptance of the outputs is confirmed, the outputs can then be endorsed by the Steering Committee, which must be clearly documented in the Steering Committee minutes.

It is essential that the Business Owner is intimately involved in this process and takes ownership once the output has been delivered, as they are responsible for ensuring the outputs are appropriately utilised and the outcomes of the project realised.

# Appendices

Appendices may include:

* Change request/rectification log
* Forms and templates developed by the Project to provide consistent documentation.; (eg. change requests, review templates)
* Additional information provided to support the summary content within the Project Business Plan (eg Quality Management statement from the Project Business Plan).
* Relevant operational documents (eg. Existing quality control procedures)
* Fitness-for-purpose criteria for individual outputs

Change Request/Rectification Log

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Output** | **Request** | **Impact** | **Responsible Officer** | **Authorisation date** | **Completion date** | **Comments** |
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