

Quality Management Plan

Project Management Improvement Project

Example

Disclaimer

This example is based on a real project. However, this version is changed to present full examples of Quality Management Plan components as described in the DoIT Project Management Framework. This example is not a true representation of the Quality Management Plan for the Project Management Improvement project.

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Document Change Control

The following is the document control for revisions to this document.

Version Number	Date of Issue	Author(s)	Brief Description of Change
0.9	11/15/05	Name1 - Project Manager	Phase 1 - Preliminary draft for Phase 1
1.0	1/27/06	Name1 - Project Manager	Phase 1 & 2 – conform to new framework template, update for Phase 2 deliverables

Definition

The following are definitions of terms, abbreviations and acronyms used in this document.

Term	Definition
PMA	Project Management Advisor Web tool

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1. Quality Management Approach

The purpose for managing quality is to validate that the project deliverables are completed with an acceptable level of quality. Quality management assures the quality of the project deliverables and the quality of the processes used to manage and create the deliverables.

The quality management plan identifies these key components:

Objects of quality review	Quality Measure	Quality Evaluation Methods
Project Deliverables	Deliverable Quality Standards Completeness and Correctness Criteria	Quality Control Activities
Project Processes	Process Quality Standards Stakeholder Expectations	Quality Assurance Activities

The following is a brief explanation of each of the components of the quality management plan.

Project Deliverables and Processes	The key project deliverables and processes subject to quality review.
Deliverable Quality Standards and Completeness and Correctness Criteria	The quality standards that are the “measures” used to determine a successful outcome for a deliverable. The completeness and correctness criteria describe when each deliverable is complete and correct as defined by the customer. Deliverables are evaluated against these criteria before they are formally approved.
Process Quality Standards and Stakeholder Expectations	The quality standards that are the “measures” used to determine if project work processes are being followed. Stakeholder expectations describe when a project process is effective as defined by the project stakeholders. An example is the expectation to be regularly informed monthly of project status.
Quality Control Activities	The quality control activities that monitor and verify that the project deliverables meet defined quality standards.
Quality Assurance Activities	The quality assurance activities that monitor and verify that the processes used to manage and create the deliverables are followed and are effective.

2. Quality Management Objectives

The following are the quality objectives of the project that reflect the overall intentions to be applied with regard to quality throughout the project.

- Deliverables support improved project management proficiency at DoIT
- Deliverables meet the requirements of DoIT leaders and project managers
- Deliverables align with industry best practices for project management and Web delivery
- Deliverables are easy to use
- Project practices conform to recommended project management standards

3. Project Quality Control

The focus of quality control is on the deliverables of the project. Quality control monitors project deliverables to verify that the deliverables are of acceptable quality and are complete and correct.

The following table identifies:

- The major deliverables of the project that will be tested for satisfactory quality level.
- The quality standards and the correctness and completeness criteria established for the project deliverable. Included are any organizational standards that need to be followed.
- The quality control activities that will be executed to monitor the quality of the deliverables.
- How often or when the quality control activity will be performed.

Project Deliverable	Deliverable Quality Standards/ Completeness and Correctness Criteria	Quality Control Activity	Frequency/Interval
Framework	QC1. Conforms to expert commentary regarding clarity and conciseness (95%)	Information mapping Technical editor review Core Team review Review Team review	Weekly by topic Weekly by topic Weekly by topic Monthly
Framework	QC2. Aligned with industry best practices (90%)	Project Management Institute alignment per Project Management Book of Knowledge, 3 rd edition Core Team review Review Team review	Once during overall framework design Weekly by topic Monthly
Framework	QC3. Aligned with UW best practices (90%)	UW Office of Quality Improvement alignment per Symposium 2006 training and documentation Review Team review	Once during overall framework design Monthly

Project Deliverable	Deliverable Quality Standards/ Completeness and Correctness Criteria	Quality Control Activity	Frequency/Interval
Framework	QC4. Apply prioritized changes per Review Team review (95%)	Document, prioritize, publish change requests Apply change requests per <u>Project Management – Review Team Commentary by Action (1/6/06)</u> and update change control documentation	Monthly Weekly
Project Management Advisor (PMA)	QC5. Meets ease of use criteria (90%)	Establish & document evaluation criteria Preliminary prototype feedback per criteria Review Team review per criteria Usability test per criteria	Once during initial prototype design Weekly during prototype design Monthly Once prior to each phase/interim version release conclusions
Project Management Advisor (PMA)	QC6. Meets UW Web accessibility standards per http://www.wisc.edu/policy/wwwap.php See: http://helpdesk.doit.wisc.edu/page.php?id=1157 (Phase 1 – 90%) (Phase 2 – 100%)	DoIT accessibility standards committee review	Once prior to each phase/interim version release
Project Management Advisor (PMA)	QC7. Supports cross-browser access per Help Desk documentation http://helpdesk.doit.wisc.edu/page.php?id=3207 (Phase 1 – 90%) (Phase 2 – 100%)	Cross-browser test by Help Desk	Once prior to each phase/interim version release
Project Management Advisor (PMA)	QC8. Accurate incorporation of framework into PMA (100%) Apply version control to all PMA changes (100%)	Routine framework developer audit of PMA	Weekly during each change cycle

Project Deliverable	Deliverable Quality Standards/ Completeness and Correctness Criteria	Quality Control Activity	Frequency/Interval
Project Management Advisor (PMA)	QC9. Completeness and correctness of Web linking (100%)	Routine framework developer audit Final go-live test	Monthly testing Once prior to each phase/interim version release
Project Management Workshop	QC10. Structured per good training standards (95%)	Delivery consultation by training provider	Biweekly during workshop design
Project Management Workshop	QC11. Accurate communication of framework (95%)	Core Team review	Biweekly during workshop development
Project Management Training Plan	QC12. Addresses all DoIT project management skill levels (95%)	Group manager survey Group manager review Core Team review Sponsor review	Once during plan design Once prior to plan publication Monthly during plan development Monthly during plan development
Resolve project management gaps per Appendix A	QA13. Gaps resolved per Appendix A (100%)	Assessment and reporting of satisfactory gap resolution	Once per project phase completion

4. Project Quality Assurance

The focus of quality assurance is on the processes used in the project. Quality assurance ensures that project processes are used effectively to produce quality project deliverables.

The following table identifies:

- The project processes subject to quality assurance.
- The quality standards and stakeholder expectations for that process.
- The quality assurance activity – such as a quality audit or reviews - that will be executed to monitor that project processes are properly followed.
- How often or when the quality assurance activity will be performed.

Project Process	Process Quality Standards/ Stakeholder Expectations	Quality Assurance Activity	Frequency/Interval
QA1. Develop/refine project charter	100% compliance with framework	Audit charter updates by phase	Once per project phase
QA2. Develop/refine project plan	100% compliance with framework	Audit plan content and updates, project priorities, and task estimation	Once per project phase
QA3. Execute and control project per project plan	95% compliance with framework	Audit the following project activities: ✓ Quality ✓ Communications ✓ Project progress	Weekly Monthly Monthly
QA4. Approve each project stage	100% compliance with framework	Audit stage checkpoints	Once per project phase/stage
QA5. Close project with post project review	100% compliance with framework	Audit project reviews by phase	Once per project phase

5. Quality Team Roles & Responsibilities

The following identifies the quality-related responsibilities of the project team and lists specific quality responsibilities.

Project Team Role	Assigned Resource	Quality Control and Quality Assurance Responsibilities
Executive Sponsor .	Name3 - Executive Sponsor .	QA4: Approve each project stage per framework checkpoints
Project Sponsor	Name2 - Project Sponsor	QA1, QA2, QA3, QA5: Assess practice of project management framework activities QC13: Assess satisfactory resolution of project management gaps
Project Manager	Name1 - Project Manager	QA3: Assure practice of quality control measures and communications in project plan QC1, QC2, QC5: Assure framework and PMA reviews by Core Team, Review Team, usability testers, Web accessibility testers, cross-browser testers QC1, QC2, QC5: Communicate prioritized changes per Review Team review QC3, QC4: Assure deliverables meet broad set of UW and DoIT project manager requirements QC12: Assure training plan addresses all DoIT project management skill levels QC13: Assure project management gap resolution
Lead Framework Developer	Phase 1 – Name4 Phase 2 – Name5	QC6: Confirm PMA meets Web accessibility standards QC7: Confirm PMA provides cross-browser access QC8, QC9: Test PMA for accurate delivery of framework and completeness of linking

Project Team Role	Assigned Resource	Quality Control and Quality Assurance Responsibilities
Core Team Member	Name1 - Project Manager, Name4, Name6, Name5	QC4: Prioritize changes per Review Team review QC11: Assure workshop accurately delivers framework
Technical Editor	Name7	QC1: Edit framework to assure it is clear and concise
Web Accessibility Committee	DoIT committee	QC6: Test PMA for Web accessibility
Cross-Browser Testers	DoIT Help Desk	QC7: Test PMA for cross-browser support
Training Consultant	Name8	QC10: Assure workshop structured per good training standards

6. Quality Tools

The following lists the tools to be used to support quality management implementation and the purpose or use of the tool.

Tool Name	Tool Purpose/Use
Project Management Advisor	Document the project management framework stages and activities to be applied to this project
Project Management Framework Templates	Document the project management deliverables to be produced by this project
My Webpace Phased Deliverables Directories	Directory structure used for version control of framework and PMA
My Webpace Phased Review Team Feedback Directories	Directory structure used for comments and change requirements from the Review Team and the Usability testers
Web Accessibility Testing Tool: Bobby	Used to test PMA compliance with Web accessibility standards.
DoIT Help Desk Browser Testing Standards	Used to test PMA compliance with Web browser support standards.

7. Quality Control and Assurance Problem Reporting Plan

Quality was managed rigorously but informally during Phase 1. Beginning with the initiation of Phase 2, this project will manage quality according to this quality management plan. The project manager will monitor quality and report exceptions to the executive sponsor and the project sponsor as part of monthly status reporting, or more frequently if conditions warrant.

The following logs will be used to itemize, document and track to closure items reported through quality management activities.

Quality Control Log

Exception ID Number	Review Date	Deliverable Reviewed	Findings	Resolution	Resolution Date
QC-Exc-1					
QC-Exc-2					

Quality Assurance Log

Exception ID Number	Review Date	Process Reviewed	Findings	Resolution	Resolution Date
QA-Exc-1					
QA-Exc-2					

8. Appendix

GAP RESOLUTION TARGETS

DoIT conducted a study in 2005 to assess gaps in DoIT's project management practices. Appendix A summarizes gap findings and identifies the targeted Project Management Improvement project phase for resolving each gap. See Appendix B for the gap assessment report.

Table 1 lists each gap and identifies (1) the means to progress toward resolution of the gap via the project management framework and (2) a targeted phase for resolution. Tables 2 and 3 summarize the gaps targeted for resolution in Phases 1 and 2, respectively. Table 4 summarizes the gaps targeted for resolution in Phases 3 and beyond. Target dates for completion of project phases are specified in the project plan.

In general, the framework alone will not resolve gaps. Rather, organizational implementation of the framework is necessary, including implementation of appropriate tools and training as well as adjustment of thinking and culture to align with the framework. This is reflected in the targeted phase for resolution, which often is later than the expected completion of the indicated framework components.

For each phase of the project management improvement project, the project manager will plan, execute, and control progress toward resolution of gaps as specified below. The project sponsor and project manager will assess and report satisfactory resolution of these gaps as part of the acceptance checkpoint at the end of each project phase.

Table 1 – Gap Resolution Plan by Category

This table itemizes all gaps identified in the 2005 study and maps the resolution plan the project management framework and a project phase for framework implementation.

Gap Category	Gap	Project Management Framework Stage	Project Management Framework Activity	Project Management Improvement Phase
Cross-Unit Leadership	1. Inadequate assessment of interdependences between projects in terms of resource allocation and customer impact	1 - Conceptualize	Strategic Alignment	3+
	2. Inadequate controls on project definition, launch, and impact on other projects	1 - Conceptualize	Strategic Alignment	3+
	3. Inadequate controls on project priority setting	1 - Conceptualize	Strategic Alignment	3+
	4. Inadequate controls for major project commitments, timelines, and interdependences	1 - Conceptualize	Strategic Alignment	3+
Unit Leadership	1. Inadequate setting of project's rationale and strategic goals	1 - Conceptualize	Strategic Alignment	2-3
	2. Inadequate explicit communications of project's rational and strategic goals	1 - Conceptualize 2 - Initiate	Communication Management	2-3
	3. Inadequate controls identifying and verifying customer need	1 - Conceptualize 2 - Initiate	Scope Management Requirements Management	2-3
	4. Inadequate controls identifying and verifying sponsor support	1 - Conceptualize 2 - Initiate	Role Management	2
	5. Inadequate working relationship with customers during project phases	All	Role Management Communication Management	2
Project Management Culture	1. Inadequate control for unit leaders to determine which projects need or do not need formal project management	1 - Conceptualize	Role Management	2

Gap Category	Gap	Project Management Framework Stage	Project Management Framework Activity	Project Management Improvement Phase
Project Management Culture (cont.)	2. Inadequate control for determining skill levels needed for project manager	1 - Conceptualize 2 - Initiate	Role Management	2
	3. Project Managers do not necessarily have formal project management training	All	All	2
	4. Lack of processes for project initiation, go/no-go, move from project to production	All	Checkpoints	1-2
	5. Need for project management process	All	All	1
	6. Need for decision and process strategies	All	All	1
	7. Inadequate pricing strategy for customers	2 - Initiate 3 - Plan	Budget Management	2
	8. Need for a "Project Management Apprentice Program"	All	All	2
	9. Distribution of templates designed as helpful approaches	All	All	2
	10. Need for customers to participate in functional requirements workshops	2 - Initiate	Scope Management Requirements Management Role Management	2

Table 2 – Targeted Gap Resolution for Phase 1

This table summarizes the gaps targeted for resolution at the conclusion of Phase 1.

Gap Category	Gap	Framework Stage	Framework Activity	Improvement Phase
Project Management Culture	5. Need for project management process	All	All	1
	6. Need for decision and process strategies	All	All	1
	4. Lack of processes for project initiation, go/no-go, move from project to production	All	Checkpoints	1-2

Table 3 – Targeted Gap Resolution for Phase 2

This table summarizes the gaps targeted for resolution at the conclusion of Phase 2.

Gap Category	Gap	Framework Stage	Framework Activity	Improvement Phase
Unit Leadership	1. Inadequate setting of project's rationale and strategic goals	1 - Conceptualize	Strategic Alignment	2-3
	2. Inadequate explicit communications of project's rational and strategic goals	1 - Conceptualize 2 - Initiate	Communication Management	2-3
	3. Inadequate controls identifying and verifying customer need	1 - Conceptualize 2 - Initiate	Scope Management Requirements Management	2-3
	4. Inadequate controls identifying and verifying sponsor support	1 - Conceptualize 2 - Initiate	Role Management	2
	5. Inadequate working relationship with customers during project phases	All	Role Management Communication Management	2
Project Management Culture	1. Inadequate control for unit leaders to determine which projects need or do not need formal project management	1 - Conceptualize	Role Management	2
	2. Inadequate control for determining skill levels needed for project manager	1 - Conceptualize 2 - Initiate	Role Management	2
	3. Project Managers do not necessarily have formal project management training	All	All	2
	4. Lack of processes for project initiation, go/no-go, move from project to production	All	Checkpoints	1-2
	7. Inadequate pricing strategy for customers	2 - Initiate - Plan	3 Budget Management	2
	8. Need for a "Project Management Apprentice Program"	All	All	2

Gap Category	Gap	Framework Stage	Framework Activity	Improvement Phase
Project Management Culture (cont.)	9. Distribution of templates designed as helpful approaches	All	All	2
	10. Need for customers to participate in functional requirements workshops	2 - Initiate	Scope Management Requirements Management Role Management	2

Table 4 – Targeted Gap Resolution for Phase 3 and Beyond

This table summarizes the gaps targeted for resolution at the conclusion of Phase 3 and beyond.

Gap Category	Gap	Framework Stage	Framework Activity	Improvement Phase
Cross-Unit Leadership	1. Inadequate assessment of interdependences between projects in terms of resource allocation and customer impact	1 - Conceptualize	Strategic Alignment	3+
	2. Inadequate controls on project definition, launch, and impact on other projects	1 - Conceptualize	Strategic Alignment	3+
	3. Inadequate controls on project priority setting	1 - Conceptualize	Strategic Alignment	3+
	4. Inadequate controls for major project commitments, timelines, and interdependences	1 - Conceptualize	Strategic Alignment	3+
Unit Leadership	1. Inadequate setting of project's rationale and strategic goals	1 - Conceptualize	Strategic Alignment	2-3
	2. Inadequate explicit communications of project's rational and strategic goals	1 - Conceptualize 2 - Initiate	Communication Management	2-3
	3. Inadequate controls identifying and verifying customer need	1 - Conceptualize 2 - Initiate	Scope Management Requirements Management	2-3