9. QUALITY IN PROJECTS

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9.2 Assessing quality

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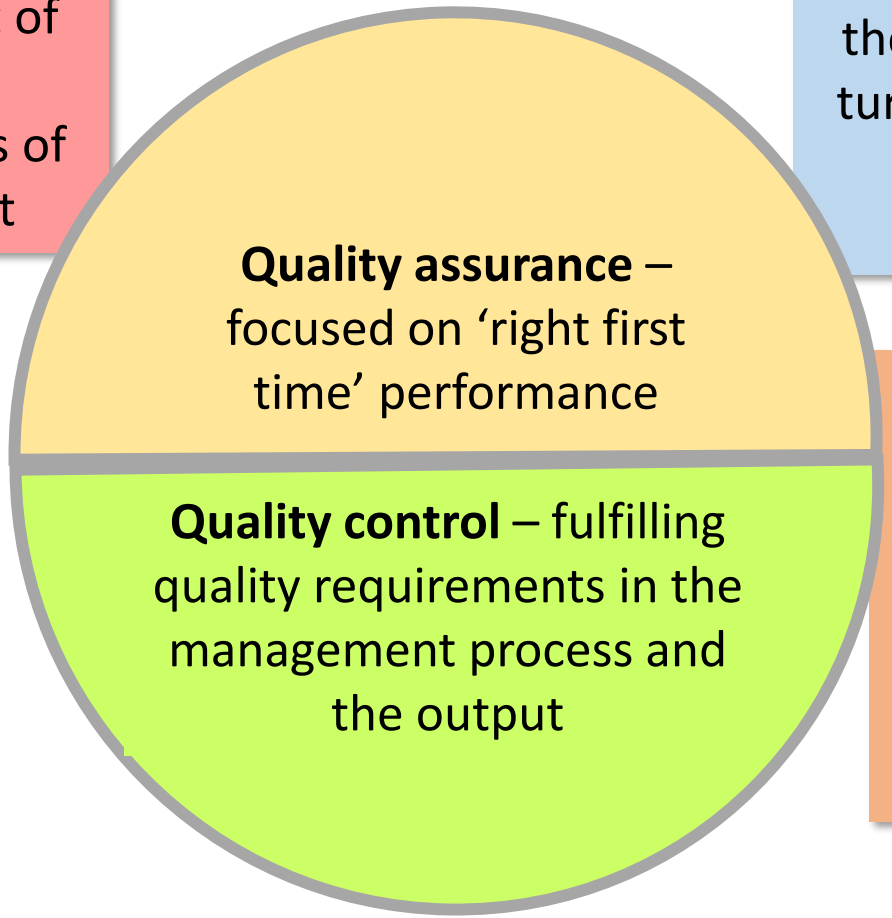
Delivering quality

Quality of the output – the decisive test of the effectiveness of the project

Quality of the management process – the work processes that turn the input efficiently and safely into the output



Quality-minded team – Everyone's aim is meeting quality requirements in the most effective and efficient way

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Quality assurance

Quality assurance: the part of quality management focused on providing confidence that quality requirements can be fulfilled.

Do we have the right shape of organisation, selection, training, systems, processes and standards to deliver project work and output of the required quality?

- It defines the organisation, selection, training, systems, processes and standards to be applied to the project work and the project output.
- **It evaluates project performance regularly to check the organisation, systems, processes and standards are being implemented as promised.**
- It is an independent check.
- **It often done by people who are outside the project.**

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Quality control

Quality control: the part of quality management focused on fulfilling quality requirements – that is the quality of the project work and output defined in the specification.

Is the right organisation in place, are the people properly selected and trained, and are we working to the systems, processes and standards we promised to?

It monitors specific project results against defined requirements or standards.

It focuses on eliminating causes of unsatisfactory performance.

It is part of day to day activity.

It generally done by people working inside the project.

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Ways to measure quality

	More quantitative	More qualitative
	Hard measures	*Soft measures*
Conformance measures	• Accuracy • Functionality • Compliance	• Customer preferences • Fitness for purpose
Performance measures	• Operating performance • Reliability • Durability • Punctuality • Production cost • Life cycle cost	• Usability • Customer attitude • Customer reactions • Aesthetic effects

Measure quality in terms of what the customer agrees is important.

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Ways to conduct assessments

Inspection - physically examining the component in some way, judging whether it conforms to the specification.

Measurement - using devices to physically check aspects of the output (such as weighing scales) or conducting some kind of survey among users to gauge their feelings about specific aspects of the output.

Testing - operating the component to see whether it performs as it should.

Health checks – taking a broader informal look at the general state of the project, notably at milestones or stage transitions.

Audits – conducting formal independent assessments, done by other project managers or specialists. They can take place early in the project (to check it is properly set up), at important milestones or gateways, and if the project is running into serious trouble.

A lead project firm may carry out audits of its suppliers.

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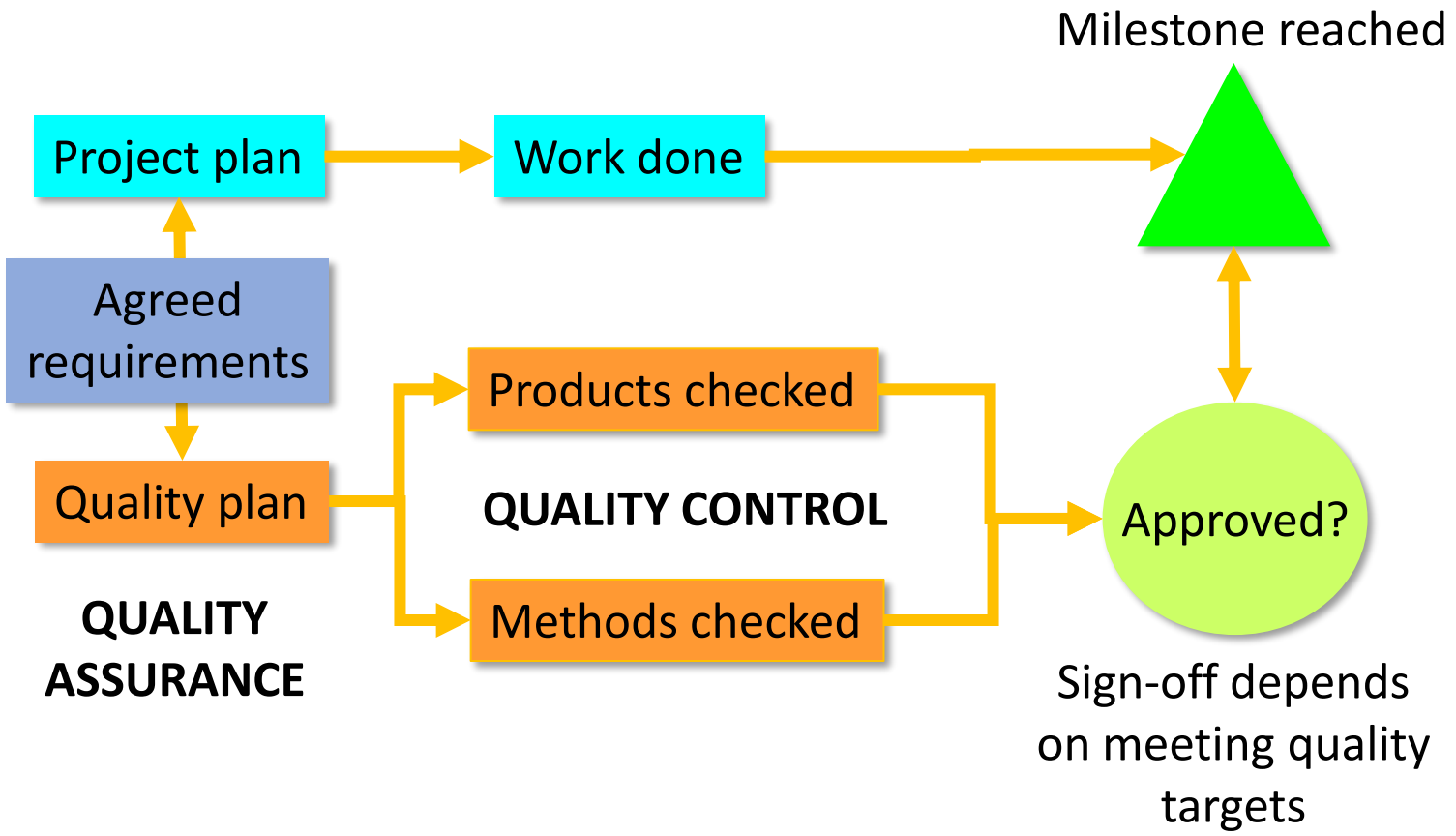
Quality sign-off



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