



QS 10006

Second edition

2018-12

Quality management in projects. Requirements.



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01. Scope

This document specifies requirements of quality management in projects. The standard was issued by certification body QSCert, s.r.o. and is intended for certification. It was developed using the international standard ISO 10006:2017, which provides guidance on quality management in projects.

02. Normative references

ISO 10006:2017 Quality management. Guidelines for quality management in projects.

ISO 9000:2015 Quality management system. Fundamentals and vocabulary.

ISO 9001:2015 Quality management system. Requirements.

03. Terms and definitions

The following terms and definitions were used for the purpose of this document.

organization

"person or group of people that has its own function with responsibilities, authorities and relationships to achieve its objectives" [source: ISO 9000:2015, page 11, quotation without notes under definition]

quality management system

"comprises activities by which the organization identifies its objectives and determines the processes and resources required to achieve desired results" [source: ISO 9000:2015, page 2, partial quotation]

interested party

"person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity" [source: ISO 9000:2015, page 12, without the example and note mentioned in quotation]

improvement

"activity to enhance performance" [source: ISO 9000:2015, page 13, quotation without note]

project

"unique process, consisting of a set of coordinated and controlled activities with start and finish dates, undertaken to achieve an objective conforming to specific requirements, including the constraints of time, cost and resources" [source: ISO 9000:2015, page 15, quotation without notes]



effectiveness

"extent to which planned activities are realized and planned results are achieved" [source: ISO 9000:2015, page 22, quotation without note]

nonconformity

"non-fulfilment of a requirement" [source: ISO 9000:2015, page 19, quotation without note]

corrective action

"action to eliminate the cause of a nonconformity and to prevent recurrence" [source: ISO 9000:2015, page 29, quotation without notes]

project management

"planning, organizing, monitoring, controlling and reporting of all aspects of a project and the motivation of all those involved in it to achieve the project objectives" [source: ISO 9000:2015, page 15]

audit

"systematic, independent and documented process for obtaining objective evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled" [source: ISO 9000:2015, page 30]

internal audits

" Internal audits, sometimes called first-party audits, are conducted by, or on behalf of, the organization itself for management review and other internal purposes, and can form the basis for an organization's declaration of conformity. Independence can be demonstrated by the freedom from responsibility for the activity being audited." [source: ISO 9000:2015, page 30, note 3 to 3.13.1]

control and test plan

Plan where the organization shall determine what needs to be monitored and measured; the methods for monitoring, measurement, analysis and evaluation needed to ensure valid results; when the monitoring and measuring shall be performed, and when the results from monitoring and measurement shall be analysed and evaluated. [source: ISO 9001:2015, 9.1.1. changed quotation, incomplete]



Quality management in projects. Requirements.

1. Set up a quality management system in projects

The organization shall establish, implement and maintain a methodology of project management.

2. Project definition

The organization shall for each project:

- a) specify the project customer, other interested parties and their requirements
- b) review the ability to meet the project customer and other interested parties requirements
- c) establish and document the project objectives (time, costs, product/service quality)
- d) identify and ensure the resources needed for the project from project customer (human, infrastructure, information)
- e) identify and ensure the infrastructure and resources needed for the project
- f) appoint the project manager and other members of the project team

3. Project Planning

The organization shall plan for each project:


- a) project schedule
- b) budget
- c) a control and test plan
- d) a communication system including the documentation control system
- e) resources (human, infrastructure, information)
- f) externally provided products and services (purchasing schedule)
- g) risks and how to address risks
- h) project progress evaluation

4. Project management

4.1. Project progress evaluation

Each project shall be evaluated at regular intervals scheduled in advance with respect to the duration of the project (see 3.h). The project progress evaluation shall include:

- a) fulfillment of the project schedule
- b) budget compliance
- c) compliance with the communication system
- d) suitability and adequacy of resources
- e) compliance with purchasing schedule

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- f) assessment of performed activities results
 - g) review of the activities that could affect the project objectives achievement adversely

4.2. Management of change

Each project change shall be reviewed in the terms of extent and impact on the project objectives. The changes those affect the project objectives and requirements of interested parties shall be approved by project customer or another interested parties (see 2a). Changes shall be clearly identified, traceable and documented.

4.3. Control of externally provided products and services

Suppliers shall be selected on the basis of specified criteria. There shall be records retained of selected suppliers.

The product or service purchased, the price and the delivery date shall be clearly identified by purchasing documentation (contract, order).

4.4. Project closure

At each project closure, there shall be a formal handover of the project completion report to the customer. The project completion report shall be formally accepted by the project customer. The closure of the project shall be communicated to all interested parties and their satisfaction with project process and project results shall be reviewed. After the project closure, records and documentation related to project shall be completed and a place, responsibility and time to be retained, shall be defined.

5. Evaluation of the project


After the project closure, each project shall be evaluated in the following ways:

- a) meeting the objectives of the project (see 2.b)
- b) meeting the requirements of interested parties (see 2.a), including their satisfaction
- c) compliance with the project schedule
- d) compliance with budget
- e) positive and negative experience received during the project

6. Evaluation of the quality management system in project performance

6.1. Internal audits

The organization shall:

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- a) establish, implement and maintain a plan for internal audits. The plan shall include the criteria and methods of internal audits, the responsibility for their implementation, the requirements for preparation and processing of reports
 - b) specify the audit criteria, its subject matter and its scope for each audit
 - c) select auditors and conduct audits to ensure the objectivity and impartiality of the internal audit process. Auditors may not review their own work.
 - d) ensure that the audit results are reported to the relevant managers
 - e) to eliminate nonconformities and take corrective action without undue delay
 - f) keep records as evidence of compliance with the audit plan and audit results

6.2. Review of quality management system in projects

At regular intervals, the organization's management shall review the quality management system in projects.

Inputs to the review shall include:

- a) the state of the measures from the previous review
- b) evaluations of projects completed since the previous review (see 5.)
- c) the state of the projects under development
- d) feedback from interested parties including their satisfaction
- e) assessment of nonconformities and corrective actions
- f) the audit results

The management review outputs shall include:

- a) opportunities for improvement
- b) the need for changes in the quality management system in projects
- c) resource needs

The organization shall keep records of the results of the management review.

7. Improvement

7.1. Nonconformity and corrective action

In case of nonconformity including a claim, the organization shall:

- a) eliminate a nonconformity
- b) assess whether a measure is needed to eliminate the causes of the nonconformity, so that nonconformity will not repeat
- c) carry out the necessary action
- d) review of the effectiveness of the corrective action taken

The organization shall keep records of nonconformities and corrective actions.



Bibliography

- [1] *ISO 10006:2017 Quality management. Guidelines for quality management in projects.*
- [2] *ISO 9000:2015 Quality management system. Fundamentals and vocabulary.*
- [3] *ISO 9001:2015 Quality management system. Requirements.*



Issued by QSCert, s.r.o., Voljanského 1, 960 01 Zvolen in 2018, 9 pages.