

CHAPTER 2

'PLAN' PHASE – QUALITY PLANS

2-1. General. The Project Management Plan (PMP) is the primary document to guide delivery of a high quality project. During the project planning phase, the Project Manager will lead the PDT in development of an effective PMP that complies with USACE PMBP Manual guidance (<http://pmbp-dev.lrd.usace.army.mil>), including the following processes:

PROC2000	PMP/PGMP Development
PROC2010	Project Scope and Customer Requirements
PROC2020	Team Establishment
PROC2030	Activity/Schedule Development
PROC2040	Resource Estimate Development
PROC2060	Overall Acquisition Strategy
PROC2070	PMP/PGMP Approval

2-2. Quality Management Plan - REF8008G. The QMP is an integral part of the PMP. Quality is planned for and managed in accordance with the QMP, which includes the QCP and QAP. [REF8008G](#) of the PMBP Manual provides standards for the QMP. The PM, in concert with the PDT, is responsible for determining the procedures necessary to achieve the level of quality required by the project. PDT members will ensure that the customer's quality objectives are effectively defined and clearly articulated in the QMP.

2-3. Quality Control Plan (QCP). The QCP is a component of the QMP and PMP. The QCP is a written plan that defines how quality control will be executed for products. The initial QCP is prepared by the PDT during the project planning phase and is implemented during the project execution phase. The project QCP may be updated or product-specific QCPs may be published as required during project execution. Chapter 3 describes quality control procedures typically addressed in the QCP.

a. At a minimum the QCP will describe how Independent Technical Review (ITR) will be performed; list the PDT and ITR Team members and their review responsibilities; state the risks inherent to the project; and address any special considerations and/or crucial design features that must be addressed.

b. A minimal treatment or generic QCP may be used for small scope or repetitive products. Professional judgment, assessing risk management considerations, will guide the decision to use a generic QCP. The PM and the lead technical function manager will decide whether a project warrants a generic QCP. Parameters affecting this decision may include: potential for loss of life, health and safety; potential for significant property damage; complexity of the project; construction costs; costs of design and potential redesign; and environmental impacts.

c. The technical leader (e.g. project engineer/architect) will be the lead preparer of the QCP, and will involve other PDT members as required. Technical supervisors and the ITR Team will review the QCP before it is finalized.

2-4. Quality Assurance Plan (QAP). The QAP is a component of the QMP and PMP and is prepared by the PDT during the project planning phase. It is a written plan that defines how quality assurance will be executed on products that are completed with another District, government agency, or A-E resources. The QAP is implemented during the project execution phase. Chapter 5 describes quality assurance procedures typically addressed in the QAP.

a. The QAP defines an approach to ensure that the A-E's or supporting District's quality control program is being undertaken properly.

b. At a minimum the QAP shall describe how quality assurance will be performed; list the team members responsible for QA review; state the risks inherent to the project; and address any special considerations and/or crucial design features that must be addressed by another District, government agency, or A-E firm.

c. The technical leader (e.g. project engineer/architect) will be the lead preparer of the QAP, involving other PDT members as required. The technical supervisors and the ITR Team will review the QAP before it is finalized.

2-5. Other Quality Related PMP Components. The PDT will ensure that other key PMP components are structured to optimize project quality.

a. Production Schedule – PROC 2030. All projects and associated technical documents will have a formal production schedule in accordance with [Activity/Schedule Development - PROC2030](#). This schedule will identify individual tasks to be accomplished, time duration for each task, responsible offices for the tasks, funds scheduled for each task, and primary milestone dates. The appropriate office and PDT member will furnish the schedule to the PM. The PM will coordinate the draft schedule among all offices for comments and commitments. Once finalized and validated by the PM for funding and project objectives, the schedule will be entered into the P2 system and distributed to all offices for scheduling work and meeting commitments. The PM in concert with the PDT will maintain the schedule and revisions will be made periodically to reflect ongoing actions.

b. Risk Management Plan - REF8007G. A Risk Management Plan is required for the PMP. The PM will effectively engage with the customer and other PDT members to identify risks to project scope, quality, schedule and cost. These risks will be clearly defined in the project Risk Management Plan. The PDT will ensure that the necessary work breakdown activities and resources are specified in the PMP to effectively address the defined risks. Starting with the PMP, Resource Providers and Independent Technical Review Team (ITRT) members will provide continuous review to ensure that the PDT has adequately defined and addressed project risks.

c. Value Management Plan - REF8023G. A Value Management Plan is required for the PMP. The USACE Value Management/Value Engineering (VM/VE) program requirements are published in [ER 11-1-321](#). The PDT will ensure that the Value Management Plan effectively applies VM/VE policies and procedures to provide the best value project for the customer.

d. Change Management Plan - REF8009G. Change Management Plan is required for the PMP. The CMP will stipulate performance metrics for project scope, schedule, cost, quality and risk. PDT and ITRT members will evaluate all proposed project changes and report potential impacts to the performance metrics per the project Communications Plan. The goal for the change management process will be to optimize project performance and customer satisfaction throughout the project life cycle.

2-6. PMP/PGMP Approval - PROC2070. PROC2070 provides guidance for approval of the PMP. In addition, an ITR of the draft PMP will be conducted prior to approval. When complete, the PDT members, including the customer representative(s), will approve the PMP by endorsement and forward it to the final approval authority.