

Quality & Risk Management in Projects

General Objectives:

To seize the importance of quality and risk management for the successful completion of projects.

Specific Objectives:

At the end of training the trainees will be able to:

- Manage a project through quality systems, and make use efficiently of lessons from previous projects;
- Apply quality assurance and control tools to Project Management;
- Improve consistently the project management process in order to add value.

Audience:

Personnel involved in the management of Oil & Gas projects.

Workload:

30 Hours

Contents:

Module I – Quality management system

- Management of and by quality. Quality improvement cycle. ISO-9001 standard. Application to projects;
- Integrated management systems (quality, safety and health, environmental, security, social, societal);
- The project reference standard. Internal and external customer satisfaction. Management commitment;
- Project objectives, key performance indicators, role of the project team.

Module II – Quality process and organization

- The ISO-10006 standard: common points and differences vs ISO-9001. Constituents;
- Links between management and project process – Identification and cartography of the project processes;
- Project organization and quality responsibilities – Involvement of the management and quality independence vs organization efficiency;
- Key documents: execution plan, quality plan, procurement plan, EHS plan;

- The project quality plan – The associated list of project management procedures;
- Related processes: interface management, documentation management, modification management, risk management.

Module III – Quality control during execution

- External and internal quality audits;
- Surveillance plan: key principles, definition of the surveillance levels and tasks, document control, meetings, management of non-conformances, record management;
- Surveillance during procurement and construction: organization, methods, tools and resources needed for quality control at supplier's premises.

Module IV – Quality feedback – Continuous improvement

- Continuous improvement of processes;
- Key performance indicators. Periodical surveillance meetings and actions follow-up.
- Feedback: gathering, use for improvement, benchmarking;
- Principle of supplier documents review – Document approvals and updates;
- Use of project non-conformances for improvement purposes;
- Quality records. Project as-built documentation.

Module V – Risk management system

- Definition of risk, gravity, probability, criticality;
- Risk identification methods, qualification, prioritization;
- Risk register: organization, owners, meetings and stake holders;
- Tools to monitor and update the risk register;
- Tools to put in place a risk mitigation system;
- Methods to follow-up progress and results;