

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.