



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

MIDOCEAN
UNIVERSITY

Project Quality Management

Prepared and developed by
Dr.Mahmoud Ibrahim
PMG354

Lecture 8:

The project results **transform** from the efficiency level to the effectiveness level
(Readiness-deliverables).

Welcome to the professional quality track!

Hi, in this lecture you
will learn how can
answer
the big question

BASED ON THE HPMQC

Having a official conformed deliverables processes +
deliverable quality fitness = resultant deliverables



Is the product fit to meet the customer requirements and ready for
the final acceptance test ?

Lecture outline

1st section contents :

The transformation process (what/why)

2nd section contents :

The relationship between the Resultant-deliverable and the Readiness-Deliverable matrix
The role of the Project manager in assessing the efficiency of the project results

3rd section contents :

The transformation performance process
Having “Readiness-deliverable”

The target of this stage is to answer the following questions:

How far the efficiency of the project results ?

How far are the coordination and consistency processes integrated between the performance processes of the three key levels of the project (the HPMQS team, the project team, and the customers)?

Are we ready to deliver the right product to the customers ?

Are we ready to be transformed from the efficiency level to the effectiveness level ?

Are the resultant deliverable aligned with the project plan have the PVA?

the parties concerned with the readiness -deliverables

1. The PDQP is developing the project efficiency (designed and planned by HPMQS)
2. The project committee who are assessing the readiness deliverable efficiency and its PVA
3. The customer is assessing the deliverable effectiveness and confirm its PVA by accepting and sign off the deliverables

Readiness - deliverables

From the traditional quality perspective :

It is the reviewed resultant deliverables with finalized corrective actions based on the based on the project completion criteria and aligned with the customer acceptance criteria as a preparation for the customer acceptance test for having the customer accepted deliverables .

From the traditional project perspective :

It is the official approved and accepted deliverables from the project decision makers that confirm the validated scope and the readiness/fitness for customer assessment for having the acceptance ,signed off and handed over .

From the traditional HPMQS perspective :

Readiness-deliverable Is the deliverable that confirm the effective integration between The quality requirements And The product requirements Based on The customer requirements to have the product fit solution (PFS)

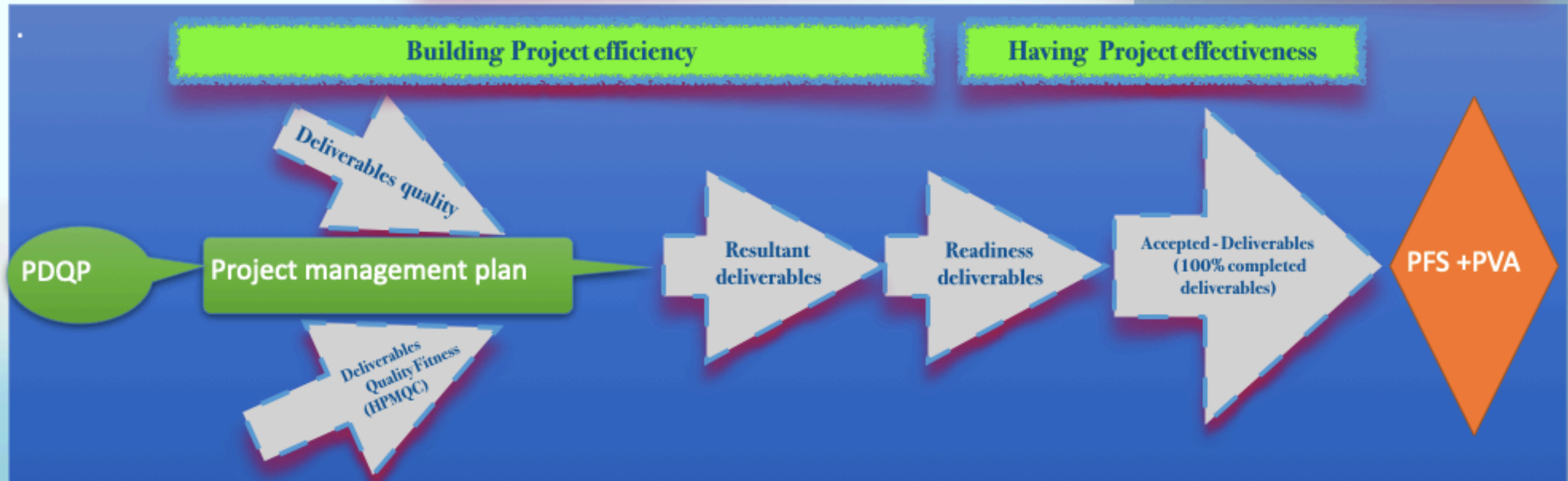
The transformation process

Transformation From the efficiency level to the effectiveness level

After we have confirmed the efficiency of the DFT and we got the resultant deliverables

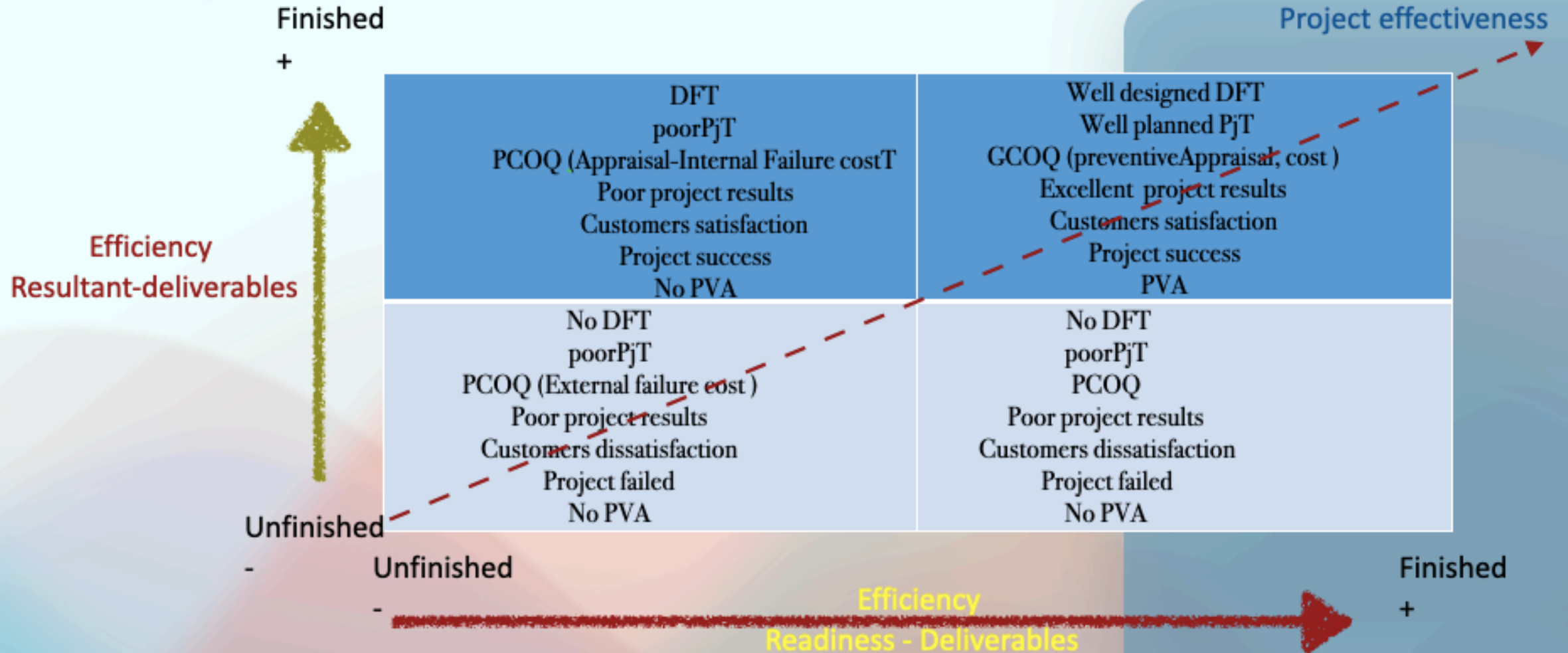
Now we need to confirm the efficiency of the PjT and its integration of the DFT to be ready for final the customer acceptance test by having Readiness deliverables

The project building deliverables-life cycle (PBDLC)



Designed and developed by Dr.Mahmoud.Ibrahim@2023

The relationship between **R**esultant deliverables and **R**eadiness deliverables Matrix



Benefits of having Readiness -deliverables

The readiness deliverables are crucial for ensuring a smooth transformation from project efficiency to project effectiveness by confirming :

- 1- the customer involving and
- 2- the efficiency of the project results
- 3- alignment with the project's concerned parties
- 4- provide direct value to the customer
- 5- assure full compliance and proper operation of the business.
- 6- Are we on the right track before customer assessing the effectiveness of the project deliverables or do we have a the required fit product

The role of the Project manager in assessing the efficiency of the project results

Final reviews before dealing with the customers

PJT involves the following roles and responsibilities:

Who

Role	Responsibilities
Quality Manager	The Quality Manager is responsible for: ■ Reviewing Quality Targets to ensure they are still relevant and achievable ■ Ensuring that Quality Assurance is performed as defined in the Quality Plan ■ Ensuring that Quality Control is performed as defined in the Quality Plan ■ Reviewing the results of implemented QA and QC actions ■ Identifying deviations from Quality Targets ■ Listing corrective actions needed to resolve any quality deviations ■ Raising Change Requests (if necessary) to resolve quality deviations ■ Overseeing implementation of corrective actions approved ■ Keeping the Quality Register up-to-date for all quality actions undertaken
Project Manager	The Project Manager is responsible for: ■ Reviewing and approving all corrective actions raised by the Quality Manager ■ Approving or seeking Project Board approval for Change Requests raised

1-Assessing the impact of “resultant-deliverables” as follows :

- 1: managing the change requests that are raised by the HPMQA team leader
- 2: Assessing the corrective actions that are raised with the HPMQC team leader
3. Monitoring the impacts of implementing the recommended actions after having official approval from the project sponsor and stakeholders .
- 4:addressing the need for consistency, repeatability, and resource optimization in PDQP activities.

2- Removing the Non- value-added tasks or waste

Types of non- value-added tasks or waste is known as DOWNTIME, which stands for:

1. Defect or Rework—Sorting, repetition or making scrap.
2. Overproduction—Producing too much, too early and/or too fast.
3. Waiting time—People or parts waiting for a work cycle to finish.
- 4- Non utilized people's intellect—Failure when it comes to exploiting the knowledge and talent of the employees. Transportation—Unnecessary movement of people or parts

2-conforming the efficiency of the Readiness -deliverables

- 1-Effective planning, execution, and collaboration among team members to address any potential issues or challenges that may arise during the delivering process.
- 2-Regular communication with customers and stakeholders is essential to keeping them informed about the progress of deliverables and obtaining their feedback for continuous improvement.
- 3- By diligently following these processes and criteria, project manager can ensure that their readiness deliverables are ready for acceptance testing and ultimately meet or exceed customer expectations.
- 4-leverage reusable assets to ensure knowledge transfer and preparedness.

(The 3rd validation) validate scope

Validate Scope process

According to the PMBOK Guide, “Validate Scope is the process of formalizing acceptance of the completed project deliverables.”

After the product is ready, the project manager performs the “validate scope” process as follows :

- First the project decision makers to have their formal acceptance and approval on the readiness deliverables
- secondly the project results are efficient enough to the client to their acceptance and to get their signed off and strat the official project closure

validate scope processes

The HPMQC and validate scope processes are a part of the monitoring and controlling process group, and both involve the inspection of deliverables. However, their purpose is different.

One helps you build the correct product in the first place, and the other gets formal acceptance from the client. Both processes complement each other and help you deliver a high-quality product.

Scope validation

1. It is an internal process by HPMQC
2. HPMQC checks if the product was developed with **the right way**
3. The HPMQC process ensures the product is ready for delivery,
4. HPMQC is performed during the project execution.

Validate Scope

1. while validate scope is an external process by project manager
2. validate scope is concerned with building **the right product**.
3. while the validate scope process gets the product ready for the client's formal acceptance.
4. validate scope is usually performed at the end of the execution phase or project.

The relationship between the Readiness-Deliverables and the GCOQ

the impact of costs of poor “readiness -deliverables” on the project COQ

The cost of managing the defects and errors
(COQ)



COPQ
Failures Costs
(Nonconformity costs)
Working on product
effectiveness

COGQ
(Conformity costs)
Work on the process efficient



Internal failures

External failures

Prevention costs

Appraisal costs

the costs of poor ““readiness -deliverables”” (The Cost of Poor Quality) – they are the expenses that occur when outputs do not conform to the required “Project Results” could lead to:

1-Internal Failures cost :

2-External failures costs :

The Internal Failures cost of the PPCOG

Internal failures occur when products, services, or processes **don't conform to the project results set by the HPMQS**, and the product or service is provided to the customer in an unsatisfactory fashion.

Internal failures are usually handled by scrapping the work, redoing the work, or repairing the work.

Obviously, such rework results in

- 1- added material and labor costs, but it also
- 2-results in losses associated with **delays**,
- 3-**shortages** of parts or inventory, and
- 4-**lack** of flexibility or the ability to adapt.

Turnover
Absenteeism
Corrective maintenance
Reclassifications
Corrective actions to prevent recurrence of product quality or service issue
Discounts on product sales prices defective
Inspection of reworked product
Losses and production waste
Rework
Waste
Financial cost of additional stock due to nonconforming product
Overtime
Losses due stop unit or production delays due to equipment failures or measuring instruments
Loss of efficiency

The process of having Readiness-Deliverables



The assessment process of project results for understanding how far or to what level the resultant deliverables are meeting the project requirements for having readiness deliverables

1-Developing Resultant-deliverables assessment report

Readiness deliverables is triggered when the project manager requests the Resultant deliverables assessment to prepare the readiness-deliverables .

-The project Scope, project Schedule draft, project financial data, resources and other information ,HPMQA and HPMQC reports should be available in the assessment report , as an input to the Project Manager.

The Project Manager reviews the corrective actions needed to resolve quality issues and approves them, seeking Project Board approval for any Change Requests.

2-tracking the progress of each change request

1-closely **tracking** the progress of **each change request** and ensuring that it is addressed in a timely manner.

2- **analysing** the effectiveness of **the corrective actions taken** by the Project manager in response to identified issues or problems.

This includes evaluating whether these actions have successfully resolved the issues and improved the project's overall performance.

Once performed, corrective actions are entered into the Project Plan, to ensure that their progress is monitored along with other actions moving the project toward completion.

3-After the changes and corrective actions are implemented,

After the changes and corrective actions are implemented, the items are reviewed again to determine whether they now meet the quality targets set.

1-**monitoring** the impacts of implementing the recommended actions is crucial to determining if they have achieved the desired outcomes and brought about positive changes to the project.

2-project managers can ensure that any necessary adjustments decisions or improvements are made to optimise project performance and achieve successful outcomes.

4-Review Project activities and inspect project (PjT)

1-Review Project activities and inspect project at execution stage work product deliverables throughout the life of the Project in terms of their ability to meet the performance requirements for scope, schedule, and cost. This evaluation shall be done at the level of a specific work product deliverable, as well as its impact on subsequent deliverables to verify compliance .

2-provide the Project's Steering Committee with visibility as to whether the Project is adhering to its established plans, process and product standards, and work tasks.

3-Review work product compliance with project quality standards.

4-Review executed deliverables for completeness and accuracy, as well as identifying and assessing issues and risks at the work product level. In ascertaining whether the execution stage work products meet project requirements, the project manager shall pay particular attention to the scope, execution, and results of the acceptance Test Plan.

5-Address issues within the Project for resolution, if possible. Issues not resolvable within the Project will be escalated to the Project's Steering Committee or in accordance with the Project's governance processes.

5-monitor Project results

- 1-The PDQP manager and Project manager shall monitor Project results to determine if resultant deliverables comply with stated Project requirements .
- 2-the project manager assess (The balance between theDFT and PjT) the impact and alignment of the resultant deliverables
- 3- in case of alignment and positive impact on the project management results ,now he do the following to have a “Readiness-deliverables”

6- Issuing Project Assessment Reports

At a minimum the report shall contain a progress, status and risk analysis for the following assessment areas, in addition to other areas determined by the Project Manager to be critical for monitoring purposes

1. Project ManagementCustomer Involvement
2. Facilities and Support
3. Project Scope
4. Deliverable Quality
- 5.Executed and corrective action Implementation
- 6.Schedule
- 7.Resources and Staff
8. Actual expenditures compared to original (or current baseline) Project budget
9. Project schedule performance compared to original (or current baseline) schedule

7-Deliverables Re-assessment by the project manager (PjTand DFT)

1. Were all project deliverables produced within the scheduled timeframe?
2. Were all project deliverables produced within the budgeted expenditure?
3. Did all project deliverables produced meet the quality targets defined?
4. Were all project change requests reviewed, approved, scheduled and implemented efficiently?
5. Were all project risks identified, quantified and mitigated efficiently?
6. Were all project issues raised and resolved efficiently?
7. Were all procurement items accepted by the project?
8. Were all deliverables produced by the project accepted by the customer?
9. Were all project stakeholders provided with the right information at the right time?

8- Having formal acceptance on the readiness-deliverable

The objective is to get a formal product acceptance from the project committee .

This is not always performed at the end of the project. You can perform it during the project execution, along with the HPMQC process,

The review form should be completed by the project manager and approved by the project sponsor.

To obtain approval, the project manager will usually present the current status of the project to the project board for consideration. The project board (chaired by the project sponsor) may decide to cancel the project, undertake further work within the existing project phase or grant approval to begin the acceptance test

The output

The output

First regarding the readiness-deliverables:

- 1-Undertaking all tasks required to complete the deliverable;
- 2–Documenting the final deliverable components;
- 3-Informing the project manager that the deliverable is ready for customer acceptance.

Second

Confirm the performance standards of conducting the acceptance test

The next move will be

After Having an efficient “project results” which is including the “readiness deliverable” integrated with the VOC with potential PVA.

And now the project to move from the efficiency level to the effectiveness level for having PFS



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Thank You

