

Understanding the Difference Between Quality Processes

For the exam, here is a brief description of these three processes:

- **Plan Quality Management** This process focuses on defining quality for the project, the product, and project management, and planning how it will be achieved.
- **Manage Quality** Because it is an executing process, Manage Quality is focused on the work being done on the project. Its purpose is to ensure that the team is following organizational policies, standards, and processes as planned to produce the project’s deliverables. The project manager also evaluates whether the quality management plan or processes need to be improved or modified.
- **Control Quality** Control Quality, a monitoring and controlling process, includes examining the actual deliverables produced on the project to ensure they are correct and meet the planned level of quality, evaluating variances, finding the source of problems, and recommending ways to address them.



The following chart presents a trick for understanding the three quality management processes. Study it to gain a clearer understanding of the focus of each process before reading the rest of this chapter. In the detailed descriptions, you will see combinations of actions and outputs. Can you spot them? You may want to review this chart after you read the in-depth discussion of each of the processes.

Plan Quality Management (Planning)	Manage Quality (Executing)	Control Quality (Monitoring and controlling)
High-Level Description of What Each Process Focuses On		
<ul style="list-style-type: none"> • What is quality? • How will we ensure it? 	<ul style="list-style-type: none"> • Are we following the policies, metrics, procedures, and processes as planned? • Are the procedures and processes giving us the intended results? • Will we meet the quality objectives? 	<ul style="list-style-type: none"> • Are the results of our work meeting the standards and required metrics? • Is the variance within acceptable limits, or do we have to take action?

Plan Quality Management (Planning)	Manage Quality (Executing)	Control Quality (Monitoring and controlling)
More Detailed Description of What Each Process Focuses On		
<ul style="list-style-type: none"> Review management plans and project documents to understand quality requirements on the project. Identify quality practices as well as internal and external standards relevant to the product, project, and project management efforts (OPAs and EEFs). Create additional project-specific processes, standards, and metrics. Determine the processes that will be used on the project. Determine what work you will do to meet the standards. Determine how you will measure to make sure you meet the standards. Plan for process improvement. Perform cost of quality, cost-benefit, and other analysis work to make certain the appropriate level of quality will be planned in. Determine roles and responsibilities for achieving quality requirements and objectives. Plan for testing and inspection to check that requirements, performance, reliability, and quality goals and objectives are achieved. Interface the quality management plan with other management plans to balance the needs of quality with scope, cost, time, risk, resources, and customer satisfaction requirements. Finalize a quality management plan as part of the project management plan. 	<ul style="list-style-type: none"> Use measurements from Control Quality to confirm that: <ul style="list-style-type: none"> – Policies and processes are being followed – Policies, metrics, and processes are still appropriate for the project – Policies and processes are effective in achieving planned quality results Use data-representation techniques to analyze results of quality testing. Determine the root cause of quality problems or variances from plan. Perform continuous improvement to increase efficiency and effectiveness. Create test and evaluation documents for use in Control Quality. Determine if project activities comply with organizational and project policies, processes, and procedures (perform a quality audit). Solve problems. Produce reports. Share good practices with others in the organization. Submit change requests. Update the project management plan and project documents. 	<ul style="list-style-type: none"> Inspect and measure the quality of deliverables to determine whether they meet requirements. Use the PMIS to track deviations from planned quality. Identify the need for quality improvements (corrective or preventive action, and defect repair). Complete checklists and checksheets, perform tests, and evaluate results. Graphically document results of testing and evaluation using data-representation techniques. Verify deliverables. Validate approved changes. Recommend improvements to testing processes. Use and update lessons learned. Submit change requests. Update the project management plan and project documents.