

# Corporate Quality Management Plan (QMP) Implementation Process

Consider the following actions and best practices when developing and implementing your QMP.

1. Ensure executive management commitment and resources.
2. Develop a Corporate Quality Management Plan (QMP) and road map for the company, including a Quality Management Manual (QMM) to guide employees.
3. Appoint a Quality Steering Committee (QSC) to manage the Corporate Quality Management Plan.
4. QSC meets monthly to monitor the company's performance in implementing its QMP.
5. Appoint a "quality champion" or "quality coach" who has desire, authority and responsibility to direct quality management implementation.
6. Hiring a full-time Quality Director is best practice but not required to get a quality management program started.
7. Select one or more "pilot projects" to test your Quality Management Manual (QMM). Criteria for pilot projects should be one of your common building types with a strong project team and an owner who is open to new ideas.
8. Select pilot projects carefully for success, train pilot staff and develop data collection for the program.
9. Select pilot project team members will become trainers during enterprise-wide implementation.
10. Train the pilot project teams to use and follow the QMM in a training session headed by the "quality champion" or "quality coach."
11. Monitor compliance and provide additional training/coaching, as required.
12. Update the QMM based on lessons learned from the pilot projects.
13. Don't underestimate the importance and time commitment in training employees in quality management processes and procedures.
14. In the field, superintendents should take the lead in implementing the project-specific QMP.
15. Superintendents need to delegate to other Project Management Team members.
16. Getting subcontractor "buy-in" is critical to success in implementing a project-specific QMP.
  - Subcontractor agreement clause requires participation in your project-specific QMP.
  - Require subs to appoint a Site Quality Representative (SQR), (usually a foreman).
  - Require subs to submit their own Quality Control Plan (QCP).
  - Rank subs by non-conformances per man-hour, and post weekly in the conference room.
  - No work can take place without the presence of the sub's SQR and approved QCP.
17. Learn from non-conformances — treat every non-conformance as a "near miss" as in the safety world.
18. Implement quality toolbox talks or "hot spots" to review and train crews in preventing and not repeating non-conformances.
19. Post your quality mission statement in the conference room in the field trailers for everyone to see.
20. Perform constructability reviews for high-risk or one-of-a-kind work scopes.
21. Treat your "mock-ups" as your friends — the more the merrier!
22. You cannot perform enough water tests of the building envelope — both factory and field water tests are best practice.

23. Appoint your own Site Quality Control Supervisor (SQCS) to manage your project-specific QMP — this can be an engineer or superintendent, as applicable, depending on project requirements.
24. Any non-conformance or punch list item that is photographed needs to have a corresponding photograph of the conforming condition — no exceptions.
25. Digital photography best practice is to file in two folders — one is a chronological folder and the other is a topical folder.
26. Having a dedicated warranty call-back team is best practice.
  - Responding to warranty call-backs within 24 hours is best practice, although it is more common to respond within 72 hours.
  - Goal is to resolve each warranty call-back within 14 days is best practice, although it is more common to resolve them within 30 days.
27. Implementing a water intrusion prevention program with weekly inspections is best practice.
28. The QSC should develop a plan to measure continuous improvement.

#### How do you know if your QMP is working?

- Number of non-conformances will go down.
- Number of punch list items will go down.
- Rework costs will decrease.
- Customer service survey scores will increase.
- Number and severity of construction defect claims and warranty call-backs will go down.
- Profitability will increase.
- Cost of insurance will go down.
- Construction completion dates will be maintained or improved.

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