

# Common Project Themes

This section deals with common themes seen throughout a project's lifecycle. The ConSIG topic authors have specifically been asked to look at activities which deviate from how a "normal" quality professional would expect to address these topics.

We have looked at a number of these key themes and in some cases have identified subthemes which are also discussed.

These themes are

## 1. Client appreciation and alignment

We have sought to identify the different drivers and management styles that are to be expected from **different type of client** such as government or private sector clients.

We have also looked at **collaborative ventures** and the workings of the collaborative standard **BS 11000** that addresses this.

Apart from clients there is a much wider list of those who may have needs to be met directly or indirectly by the project team and we discuss these Interested Parties in the section on **Stakeholder Management**.

## 2 – Project Orientation and Structure

Quality professionals may have already noticed that it is often immediately obvious on entering a project office for the first time how well a project is doing by the attitude of the people delivering the project. Here we look at how projects are setup and develop and grow and also how the quality manager can influence this

We look at the **project "Nature"** as to the relationship between the business criteria of the participants and the project as a whole and the implications on this in the quality system.

How the project is structured is also a key influence on how the project performs so we have considered some **typical structures** and their inherent strengths and weaknesses.

The **form of contract** also has an huge impact on the nature of a project and we look at some of the most common with a quality eye.

## 3- Risk Management

In the contracting world good management of all types of risk is a key criterion for success so it is unsurprising to see it appear here as a common theme through out the project. We look at what risk

management is and some common risk processes to quantify and control risk as well as its impact on quality planning.

#### 4 – Culture and Behaviours

A project is only as successful as its people are. Good projects tend to be good across the whole spectrum of measurement whether this is quality, safety or commercially or another point of view. A key reason for this is the culture and behaviours exhibited by its personnel. We look at what are beneficial cultures and how can this be achieved and sustained throughout the life of the project.

#### 5 – Building Information Management (BIM)

BIM has the potential to issue in a bright new dawn of construction quality. However its successful use is not widely adopted or understood. Here we explain what BIM is and how it might work. However its widespread use will represent new major challenge for the quality professional and we explore some potential issues here.

#### 6 – Change Control

Change is a constant companion in construction, even with a well thought out design there is likely to be changes due to personnel, deliveries, the weather or even (given the length of some projects) the law. Therefore proper management of change represents a major challenge to the construction quality professional.

#### 7 – Defects management

Defects management (As a pose to Non Conformance) is becoming a key part of a quality manager's life. Given that a "product recall" is usually out of the question a different approach needs to be adopted. Defects can also be latent or designed in and this can have an effect on the requirements placed on a quality manager.