

Quality Strategy—Activity Definition**Purpose:**

The objective of this activity is to decide on the Quality Strategy that will be used for the project.

Participants:

Project Manager, Project team, and relevant stakeholders

Inputs:

Project Overview Statement [1], Project Plan [3]

Process:

1. Determine what Quality Assurance activities need to be carried out for the project.
2. Determine what Quality control activities will be carried out.
3. Define the Quality Assurance activities for the project including documentation, requirement verification processes, and continuous improvement processes.
4. Define in-process control plans, which address quality control areas, what audits and reviews are required, when these audits and reviews will be conducted and how variance to acceptance criteria will be reported and resolved.
5. The project team and major stakeholders should agree on the completeness and correctness criteria up-front:
 - a. Break down the generic term of “quality” into a number of areas that define the characteristics of quality.
 - b. Look at each of the individual characteristics and determine one or more metrics that can be collected to mirror the characteristic.
 - c. The deliverables are then evaluated against these criteria before they are assigned to be approved.
6. Establish clarity of purpose. Ensure that you have understood the client’s requirements clearly and that the Project Overview Statement reflects these requirements accurately.
7. Build customer checkpoints so that the customer is involved at critical junctures in the project.

Outputs:

Quality Strategy

Quality Strategy—Guidelines

1. Determine what Quality Assurance activities are required for the project. e.g.
 - Will checklists ensure that the product matches the customer's requirements?
 - Will style sheets ensure uniformity and consistency in code?
 - Will mentoring help in bridging the gap in skill for some team members?
 - Is training required?

Once you have agreed upon which quality assurance activities are needed for the project, define them. Determine when and at what frequency they will be conducted. Determine whose responsibility it will be to execute the activity, e.g. user acceptance testing will be done at the end of production.

2. Determine what in-process control plans are required for the project.

Decide what reviews will be conducted. e.g. will there be peer reviews or external reviews.

Decide if user acceptance testing is required or if system and integration testing will suffice. In-process control plans should be defined. e.g. peer code reviews will be done.

3. The success criteria from the POS will be an input to the completeness and correctness criteria. Agree upon completeness and correctness criteria with the customer. The customer should sign off the project if the product is of acceptable quality. What constitutes acceptable quality is defined in the completeness and correctness criteria, e.g. the file size of each webpage should not be more than 20k, or e.g. A user should be able to execute all the transactions without encountering an error.

4. Establish clarity of purpose. A face-to-face meeting may be held with the customer to ensure that you have understood their requirements correctly.

5. Build customer checkpoints so that the customer is involved at critical junctures in the project. This ensures that what mistakes were discovered and learned are adjusted quickly.