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| **August 2021 = listed start date. Update as needed.** | **Initial Distribution to Top Management**Provide a copy of Quality Plan and one Work Method and associated inspection checklist issued electronically to Top Management. **Update:** This was submitted to top management in August 2021.  |
| **Sept. 2021** | **Meet with Top Management**Quality Plan writer should have a thorough meeting with top management to make sure the quality plan is indeed getting the blessing of top management.  **Update:** This meeting took place September 29, 2021.  |
| **Oct. 2021** | **Revise Quality Plan as per Meeting with Top Management** |
| **Nov. 2021** | **Week 1 - Issue Quality Plan to the Company**Quality Plan and one Work Method and associated inspection checklist issued electronically to all. People are instructed to read the pertinent areas – get familiar with it – and especially the Work Method and Inspection Checklist that ideally will have been implemented in part by one of the company crews. **Week 1-3 Development of Training Flow Charts**Training Flow Charts are to cover the main processes for construction:* Tender + Award
* Submittals/Mock-ups + Construction
* Post-Construction

Flow charts: Utilize QMP 3.1.3 for Subcontractor pre-award processes, it is excellent. It will be a good way to visually help staff identify which templates, QMPs, Work Methods etc are available at each stage and acts as a flow chart checklist for each process. **Week 4 - Quality Plan Presented to Company by Principal and Quality Manager** [Once a company starts using a Quality Plan and the many QMPs, WMs, a “quality manager” is a needed or required position for up-keep and improvement.] 2-weeks after issuing the Quality Plan, the Principal and Quality Manager will present the Quality Plan to the Company during the Bi-Weekly Project Update Meetings. During this meeting, the Principal and QMgr are to present the following:* Heart of the Matter: We have built a Quality Plan to guide this company.
	+ Now we need to kickstart this quality management system rollout, and ‘training’ is one of the ways to accomplish that goal. This document is the guide to that initial rollout training process.
	+ The heart of this company is its employees – you folks. And you folks each have a ton of experience. As we roll this Quality Plan out, we remind all that we (the Company) continue to require our very competent personnel to continue to use your knowledge and experience; continue to implement projects in accordance with plans and specs to our customers.
	+ It is our goal that this quality plan will first address training for new hires that need to quickly and easily get up to speed.
	+ Secondarily, we view the quality plan as a tool to capture the best practices we currently perform and to augment those practices with additional best practice elements of the Quality Plan. (Turnham, 2020)
* Principles: Key high-level elements:
	+ **Customer Focus** – The Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements, and strive to exceed customer expectations.
	+ **Leadership** - Leaders establish unity of purpose and direction of the organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives.
	+ **Engagement of People** - People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit.
	+ **Relationship Management** - An organization and its suppliers are interdependent, and a mutually beneficial relationship enhances the ability of both to create value.
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| **Dec. 2021** | **Week 1 – Release + Introduction of Training Flow Charts** **Week 1 – Evaluation Training** Contractors will be required to submit a self-evaluation form at the end of the project. This helps the contractor reflect on work completed and provides feedback for the GC on what we could have done to help them succeed/improve. This evaluation form is to be submitted at the time of holdback invoicing as well and is to be reviewed by the GC team to compare and verify the results. GC will also provide Contractors with an evaluation completed by the site team. Any concerns and/or questions shall be discussed in a meeting as requested. **Week 1 –Inspection Checklist Training** A template checklist will be provided by GC at the time of tender as part of the package. Contractors are to review and submit their comments/revisions to GC 2 weeks after contract award. These checklists are to be used as required at different stages of the project and are to be submitted to the site superintendent within 24hrs of work completion. Site Superintendents are then to review and verify their responses and submit via Procore (or software) for final documentation. **Week 2 – Work Method Checklist Training** Like checklists, work methods templates will be supplied by GC at the time of tender as part of the package. [This is an option. Alternatively, WMs could be written by sub and submitted per QMP 4a.] Successful contractors or subcontractors are to revise these work methods (WMs) so that WMs and Inspection Checklists (ICLs) conform to plans and specifications issued for the awarded project, the GC attempt to “build it right the first time”. This will be the first draft and is to be submitted to GC within 2 weeks of contract award, and 2-3 weeks prior to start of work by the sub on site. This file is a dynamic file and may be sent back for revision prior to start of work. As well, it is to be reviewed for revision every 2 months, and or 25% of project (whichever comes first). Once work is completed, contractors are to submit a final draft indicating the exact process used on the specific project and submit it with their invoice for holdback. Holdback will not be released until this final document is submitted.**Week 3 – Quality Plan Training**Introduce QMPs, SOPs, and other related templates.  |
| **Jan. 2022** | At this point, the basics of the Quality Plan and all related documents have been introduced. All projects under construction are to implement Evaluations at the end of the Contractors scope of work. Teams are to introduce the quality checklists and work methods to potential contractors during the pre-award meeting. |
| **February,** then bi-monthly suggested for mini-audits or training reviews to make sure process being used.**Jun. 2022** | **Internal mini-Audits (training audits) on Quality Management for projects. Revisions shall be made accordingly.** Does this milestone include the Quality Plan, or only checklists and WMs? It is suggested you issue a Beta version of the Quality Plan at this time (week 3) which includes all elements but only those useful for implementation of checklists and WMs will be in normal black font. The items that are not to be implemented at this time could be greyed out for this version. Then ppl will see the whole picture and learn to appreciate the full process over time. QMgr will perform an internal audit by reviewing all documents submitted in the past 6 months with each team to see what works and what does not. All details noted in these review meetings will be documented and used to revise the templates/documents as required. This will help with the development of the Quality Plan. |
| **Sept. 2022** | **Full Implementation for all projects starting after September 1, 2022.** |