DEPARTMENT OF THE ARMY
OMAHA DISTRICT, CORPS OF ENGINEERS
106 South 15th Street
Omaha, Nebraska 68102-1618

CENWO-DD 15 April 2002
Memorandum
OM 5-1-3

Management
QUALITY MANAGEMENT PROGRAM (QMPr)

1. **Purpose.** This memorandum establishes general policy, procedures and responsibilities for the execution of Quality Assurance (QA) and Quality Control (QC) activities in the Omaha District (CENWO). The guidance contained herein implements HQUSACE direction for District level quality management.

2. **Applicability.** This QMPr applies to all CENWO organizational and functional areas. It also covers the Civil Works, Military Construction and the Hazardous, Toxic and Radioactive Waste (HTRW) programs. This QMPr is effective immediately and shall be reviewed annually and updated as appropriate.

3. **References.**

a. AR 5-1, 15 March 2002, Total Army Quality Management

b. ER 5-1-11, 17 August 2001, US Army Corps of Engineers Business Process

c. ER 1110-1-8159, 10 May 2001, Engineering and Design, Dr Checks

d. ER 1110-1-12, 1 June 1993, Quality Management

e. EC 1110-1-104 (Draft), 31 March 2002, Planning, Engineering and Design Competency

f. Memorandum, CENWD-MT-E, 12 October 2001, CENWD PMP Implementation Guidance

g. Memorandum, CENWD-MT-E, 30 April 2001, Quality Management Plan

4. **Acronyms and Definitions**. See Appendix A.

5. **Policy.**

a. Omaha District Policy on QA and QC. The policy of CENWO is to develop, integrate, and implement QA and QC practices that assure delivery of quality products

and services which meet our customers' expectations (i.e., within programmed scope, budget and schedule) according to applicable laws, policies and technical criteria. CENWO shall make Quality Management an integral part of all business processes. General quality management guidance for all CENWO elements is provided below. Additional guidance on QA and QC responsibilities and practices is prescribed in the attached appendices.

(1) Corporate Management Approach. The Program and Project Management Business Process (PMBP) outlined in ER 5-1-11 serves as the corporate management approach for execution of all CENWO programs and projects. This approach governs the following principles:

(a) Empowering customer driven teams supported by all necessary Corps assets to provide quality services and products.

(b) The Project/Program Review Board (PRB), chaired by the DDE-PM, is responsible for CENWO quality management processes. The PRB shall oversee quality management processes and ensure corporate success in delivering quality products, within specified times and budgetary requirements, by empowering Program and Project Managers (PPM), supporting teams, and Product Development Team (PDT) members.

(c) The PPM and Functional Chiefs (FCs) have a shared responsibility for project quality. The FCs are responsible for quality processes, services and products, for their portion of CENWO quality management processes. They are also responsible for ensuring that PPMs have appropriate resources to meet project quality expectations.

(d) Product Development Team (PDT) members are responsible for ensuring the quality of technical products.

b. Capable Work Force. It is the policy of CENWO to develop and maintain technical proficiency in a broad spectrum of administrative, professional, engineering, architectural, and scientific disciplines. Technical proficiency in these areas is required to oversee the successful execution of CENWO missions and ensure the delivery of quality products and services to our customers. It is also policy to develop and sustain a pool of highly qualified professionals to fill leadership positions in all areas. Workforce planning and development shall be addressed in each organizational and functional areas appendix.

6. **Quality Control Responsibilities**.

a. Objectives. Omaha District organization and functional areas shall be responsible for developing and following quality management practices and procedures that ensure quality services and products. This includes all interim products that are required for the development of an end product. The development and execution of CENWO's QMPr shall meet the above stated objectives.

b. Execution. QC responsibilities shall be executed consistent with the guidance set forth herein. Each organizational and functional area within CENWO shall prepare a Quality Management Plan (QMP) describing QC responsibilities for the services and products they manage. See appendices for each organization's QMP.

c. Quality Control Plan (QCP). A QCP shall be prepared for every service or product, whether obtained using in-house or contractor forces, and updated as warranted. The QCP can be very simple or elaborate depending on the risk, complexity and cost of the service or product. A programmatic/generic QCP may be developed and used for routine, low risk services or products. For ongoing service and product development efforts, QCPs should be developed immediately. The Product Development Team (PDT) shall be responsible for the development of the QCP. The QCP is developed with input from each organization and functional area, as required, and shall follow the QCP guidance provided in Memorandums CENWD-MT-E, dated 30 April 2001 and 12 October 2001. The QCP is a part of the Project Management Plan (PMP).

d. Quality Control Activities.

(1) Responsibilities. The Functional Chiefs of each organizational and functional area within CENWO have overall responsibilities for the quality of services and products managed within their respective areas. The PPMs, PDT, Technical Coordinators (TC), Independent Technical Review Teams (ITRT) and ITRT leaders also have significant roles and responsibilities in achieving quality services and products. These roles and responsibilities are outlined in each organizational and/or functional area’s QMP.

(2) Process. The QC process is an appropriate risk-based evaluation of the services or products to ensure they meet the prescribed requirements and expectations of our customers, and comply with laws, regulations and sound technical practices of the disciplines involved. The QCP is intended to ensure quality and add value to the final product.

(3) Risk. The appropriate level of quality control and independent review is a direct function of relative risk. In general, the greater the risk, the greater the level of QA/QC.

(4) Independent Technical Review (ITR). Key to the successful execution of the QC process for the products developed by the PDT, is the ITR. This review shall be accomplished by an ITRT composed of individuals having expertise in disciplines involved in the product development. The ITRT shall be multi-functional with appropriate representation from applicable disciplines. Specific guidance and procedures for conducting ITRs are given in the individual QMPs for each organization and functional area.

(5) Technical Dispute Resolution. The ITRT leader shall review the products, comments and responses to identify any outstanding disagreements between members of the PDT and the ITRT. All disagreements shall be brought to the attention of the

appropriate Functional Section Chief to facilitate resolution of technical disagreements between the PDT and their ITRT counterparts. If this interaction does not resolve the issue, then the Functional and/or Section Chiefs shall make the final decision.

(6) Policy Issue Resolution. Issues involving policy interpretation shall be brought to the attention of the Technical Coordinator (TC) of the responsible organization and/or functional area for resolution.

(7) Products Developed by Contractors. For services and products developed either wholly or partially by a contractor, development and execution of a QCP for the contractor products shall be the responsibility of the contractor. Overall QCPs shall be developed for that portion of the product developed by in-house forces and the District QA activities for overseeing the contractor's QC activities. Specific guidance and procedures for conducting this QA element are given in the individual appendices to this document. Some exceptions include:

(a) Planning products will become decision documents to obtain congressional authorization. Quality control of the Planning portion is an in-house responsibility.

(b) Certain Real Estate products require quality control and it is an in-house responsibility.

(8) Final Documentation and QC Certification. Proper documentation is another essential component of an effective QC process. Significant comments, issues and decisions shall be recorded and the entire process must leave a clear audit trail. The documentation of the process improvement meetings, ITRs and other QC processes, prescribed in the QCP, shall be included with any submission of a specific product. Certification guidance specific to the unique responsibilities and programs within each organizational and functional area is given in the individual QMPs in the appendices to this document. For products that the District Commander transmits to CENWD or to HQUSACE, both the Functional Chief of the area responsible for the product and the District Commander shall sign the certificate. The PPM's project files shall be used to maintain copies of all certification and accompanying documentation.

(9) Updating of Quality Management Plans. The QMPs shall be reviewed annually and updated whenever significant changes require modification. The Functional Chiefs have the responsibility to identify and recommend changes to their QMPs through the Quality Manager for the Commander's approval.

(10) Lessons Learned (LL).

(a) General. The Dr Checks Program is the system adopted by the Omaha District to enter and track product comments and technical improvements on all Omaha District products. The system is web-based and easily accessible to all Omaha District employees and other districts.

(b) Responsibilities. Each member of the PDT is responsible for reviewing and annotating comments pertaining to their design discipline in the Lessons Learned Program. The PDT members shall also document technical improvements in the Lessons Learned Program. Product reviewers shall enter their product comments into the LL program for coordination and annotation. The FSCs are responsible for reviewing and approving technical process improvements in the lessons learned system.

(c) Process. After completion of every service or product, and during construction and operations of our products, technical issues shall be documented in the Dr. Checks Lessons Learned Program. Basic information shall include the originator of the observation, the project particulars, the applicability, the problem or successful accomplishment, and the recommended improvement. Specific guidance on the Lessons Learned Program for each organizational and functional area is given in the individual QMPs in the appendices to this document. Lessons learned will be provided to CENWD for distribution as applicable.

(11) Quality Indicators. Quality indicators shall be used to monitor the quality process within the Omaha District. Each organization and functional area shall develop quality indicators for management oversight of their products. Specific guidance on the quality indicators of each organizational and functional area is given in the individual QMPs in the appendices to this document.

(12) Customer Feedback. Customer feedback, both internal and external, shall be used to monitor the QC process within the Omaha District. In addition to CENWO's Customer Satisfaction Surveys, each organizational and functional area shall consider the use of customer feedback mechanisms as a quality indicator.

7. **Change Management**.

a. General. Change management is one of the most critical activities undertaken by the PRB. It is through the PRB that all changes to the QMPr and its appendices are documented and agreed upon. A Quality Manager (QM) shall be appointed by the Chief of Planning, Programs and Project Management Division to oversee quality processes used in the development of all products developed in the CENWO.

b. Responsibilities.

(1) Quality Managers (QM). The District's Quality Manager is responsible for control and record keeping of overall changes to the QMPr and its appendices. Each organization and functional area shall designate an individual responsible for quality management. The Quality Manager's roles and responsibilities are identified in the appendices to this document.

(2) PRB Members. The PRB members have the responsibility to identify and recommend quality process improvements within their appendix and to the QMPr.

(3) Omaha District Commander shall review and approve/disapprove recommended changes to the QMPr and its appendices.

c. Process. Process improvements shall be documented using the QMPr Change Request Form. The Change Request Form serves as the justification and approval document for the proposed change and the revisions to the QMPr and its appendices. The Quality Manager shall review all Change Request Forms, gather sufficient information to analyze the proposal and potential solutions, consider the impact of changes on performance indicators, and ensure that all changes are coordinated across the entire program. The QM shall present the process change to the PRB for the Commander's approval. Specific guidance on Process Improvements for each organizational and functional area is given in the individual QMPs in the appendices to this document.

KURT F. UBBELOHDE
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Commanding

Forms:
QMPr Change Request Form
QMPr Change Request Tracking Form

18 Quality Management Plan Appendices
APPENDIX A- Acronyms and Definitions
APPENDIX B (1-4) - Planning, Programs and Project Management Division
APPENDIX C - Engineering Division
APPENDIX D - Construction Division
APPENDIX E - Real Estate Division
APPENDIX F - Contracting Division
APPENDIX G - Operations Division
APPENDIX H - Emergency Management Office
APPENDIX I - Internal Review Office
APPENDIX J - Equal Employment Opportunity Office
APPENDIX K - Civilian Personnel Advisory Center (Human Resources)
APPENDIX L - Information Management Office
APPENDIX M- Logistics Management Office
APPENDIX N - Public Affairs Office
APPENDIX O - Security and Law Enforcement Office
APPENDIX P - Safety and Occupational Health Office
APPENDIX Q - Resource Management Office
APPENDIX R - Office of Counsel

QMPr Change Request Form

Requested changes to the QMPr shall be submitted using the enclosed form. This form provides a means of documenting the proposed change, documenting the impact of the proposed change, and the rationale for approving or denying the proposal.

QMPr CHANGE REQUEST FORM

REQUESTER: **DATE:**

ORGANIZATION: **REQUEST NO:** QMPr-CR-1

PROPOSED CHANGE:

JUSTIFICATION:

DESCRIPTION OF IMPACTS: (COST, TIME, AND RISK)

COORDINATION: List organizations impacted by this proposed change.

RESOLUTION: **APPROVED:** ☐ **DISAPPROVED:** ☐

BASES OF ACTION:

QM SIGNATURE: **DATE:**

COMMANDER's SIGNATURE:

OMAHA DISTRICT QMPr Change Request Tracking System				
Request No.	**Date**	**Proposed Change**	**Resolution**	**Amend Date/No.**
CR-1			A D	
CR-			A D	
CR-			A D	
CR-			A D	
CR-			A D	
CR-			A D	
CR-			A D	
CR-			A D	
CR-			A D	
CR-			A D	
CR-			A D	
CR-			A D	
CR-			A D	
CR-			A D	
CR-			A D	

A- APPROVED D- DISAPPROVED