# [1. BEST PRACTICES IN QUALITY MANAGEMENT FOR THE CAPITAL FACILITIES DELIVERY INDUSTRY (RS254-1)](https://www.construction-institute.org/best-practices-in-quality-management-for-the-capital-facilities-delivery-industry-5fb6d813fe4349da78717d5d6fe1abb1)

**Report Summary:** This study provides a three-step process for comparing an organization’s present quality management system (QMS) against those that other organizations report as highly effective. This process allows users to determine methods to improve their systems.

Step 1: Define and develop your QMS.

* Understand QMS requirements.
* Document the process governed by the QMS.
* Gain management commitment to implementing the QMS.

Step 2: Assess the maturity of your QMS.

* Assess compliance to ISO 9001.
* Measure compliance using QMS elements, criteria, and attributes against organizational objectives.
* Evaluate QMS maturity.

Step 3: Improve your QMS.

* Understand the key drivers of implementation and improvement.
* Understand the practices of organizations that report having an effective QMS.
* Identify and act upon improvement opportunities.

**Key Takeaways:**

## (1) Implement the following six elements for an effective Quality Management System (QMS).

## (Project Phase: Detailed Scope through Construction)

1. Leadership support
2. Process management
3. Measurement, analysis, and improvement
4. Supplier QMS
5. QMS training
6. QMS certification

## (2) Incorporate leadership and management commitment into the QMS

## (Project Phase: Detailed Scope through Construction)

* Develop a quality metrics program to track performance and identify areas for improvement.
* Provide consistent, visible leadership throughout the organization by setting clear expectations and goals.
* Ensure that upper management is committed to implementing the QMS and provide the resources necessary for its success.
* Establish formal training programs to educate employees about the importance of quality and their roles in maintaining it.
* Demonstrate awareness of the need for effective training and provide opportunities for continuous learning.

## (3) Enhance the level of QMS training.

## (Project Phase: Detailed Scope through Construction)

* Provide formal training programs to educate employees about quality management principles and their roles in maintaining it.
* Ensure that all employees receive regular training sessions to maintain their knowledge and skills related to QMS.
* Develop an effective training program that covers topics such as process improvement, problem-solving, and continuous learning.
* Conduct periodic assessments to evaluate the effectiveness of the training programs and to identify areas for improvement.
* Consider offering informal training opportunities through workshops, seminars, or online courses to supplement formal training.

## (4) Emphasize supplier and contractor QMS.

## (Project Phase: Detailed Scope through Construction)

* Conduct regular audits of suppliers/contractors to ensure compliance with the QMS.
* Develop a comprehensive training program for suppliers and contractors to improve their understanding of the organization's QMS.
* Require all suppliers and contractors to use the organization's quality management approach, and provide assistance when needed.
* Establish clear metrics, measurement, and analysis processes to monitor supplier/contractor performance and identify areas for improvement.
* Collaborate with highly rated organizations that have highly effective QMSs to share best practices and improve overall quality management.

## (5) Use metrics extensively.

## (Project Phase: Detailed Scope through Construction)

* Use organization-level metrics more frequently throughout the project phases.
* Consistently apply metrics across all projects and departments.
* Establish clear key performance indicators to measure QMS effectiveness.
* Regularly review and analyze metric data to identify areas for improvement.
* Implement a centralized dashboard or reporting tool to track and visualize metric performance.

## (6) Manage work process improvements.

## (Project Phase: Detailed Scope through Construction)

* Implement a formal process for identifying and tracking work process improvements.
* Develop strategies such as knowledge management, lessons learned, preventive and corrective actions, and continuous improvement to support the identification, development, and deployment of work process improvements.
* Use internal audits, customer feedback, and training to identify areas for improvement and track the effectiveness of the implemented changes.
* Standardize work processes and metrics across all projects and departments.
* Develop a change management system to ensure the successful implementation of new work processes.

## (7) Work on QMS certification and accreditation.

## (Project Phase: Detailed Scope through Construction)

* Obtain ISO certification to demonstrate commitment to quality management.
* Establish a regular QMS review by external reviewers to ensure compliance with industry standards.
* Implement a certified QMS that is regularly audited and reviewed.
* Ensure that contractors are frequently reviewed, including those who do not have ISO certification.
* Utilize the Quality Management/ Business Excellence Systems Correlation Matrix to compare various quality systems.

## [(8) Tool: Implementing and Improving Quality Management Systems in the Capital Facilities Delivery Industry (IR254-2)](https://www.construction-institute.org/implementing-and-improving-quality-management-systems-in-the-capital-facilities-delivery-industry?token=eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJ1c2VybmFtZSI6ImdjaGVuMjRAbmNzdS5lZHUiLCJlbWFpbCI6ImdjaGVuMjRAbmNzdS5lZHUiLCJmaXJzdG5hbWUiOiJHb25nRmFuIiwibGFzdG5hbWUiOiJDaGVuIiwiRXhwaXJlcyI6IjIwMjQtMDctMTNUMTU6NTc6NDcuNDQxODYxWiJ9.oKlOKN9mPJ2Ml3B-FIxr1OvylZfyvlFpQCoacAWAwtM)

## (Project Phase: Detailed Scope through Construction)

This tool is designed to:

* Establish a QMS framework: Defines and implements a QMS that is tailored to capital facilities delivery and ensures alignment with ISO 9001 standards​.
* Assess QMS maturity: Regularly evaluates the QMS's effectiveness using tools such as the Quality Maturity Matrix and compliance checklists.
* Provide continuous improvement: Focuses on ongoing QMS improvement, guided by key performance metrics and best practices within the industry.
* Encourage leadership commitment: Helps to secure top management’s commitment to support QMS implementation and improvement initiatives.
* Utilize best practices and tools: Applies specific tools, such as the Quality Management/Business Excellence Systems Correlation Matrix, to enhance QMS processes and align with industry standards.