

## **Appendix A: Principles of Quality Assurance**

Quality Assurance is a discipline to ensure that project management standards, processes, and procedures are appropriate and effectively implemented to increase the probability of a project's success. A project has an increased probability of success when the agency's executive management team and project management team are provided with timely, independent, and objective assessments.

Quality Assurance applies to the entire project, from initiation through implementation and close out. Quality Assurance provides its greatest value when it is engaged as early as possible, beginning with the feasibility study.

### **Professional Quality Assurance:**

- Is predictive, anticipatory, forward-looking, and is evidenced-based.
- Is methodical and based on industry standards and best practices.
- Is independent, objective, and not aligned with any individual stakeholder.
- Communicates in a straightforward, accurate, and specific manner that highlights aspects of the project requiring additional attention or action.
- Has a comprehensive understanding of how to successfully manage projects.
- Has a comprehensive understanding of how to build and maintain a successful project team.
- Is knowledgeable about the political environment in which the projects operate.
- Demonstrates the highest degree of integrity.

Professional QA Practitioners provide early warnings of potential risks and issues rather than simply reporting on events that have already occurred. Their findings and recommendations are based on a combination of evidence, knowledge of industry standards, knowledge of the project, and professional judgment drawn from experience.