

Guiding Governance Principles for Project Quality Assurance (PQA)

PQA governance means the accountabilities and oversight of project quality assurance activities to improve project outcomes.

PQA Governance Principles

Principle guidance

1. Independence:

Ensuring the freedom of PQA from the influences of project decision making and delivery

- PQA governance is separated from PQA delivery
- PQA activities are scoped without influence of fear or favour

2. Transparency:

PQA information is appropriately shared

- Clear policies and procedures for PQA exist
- PQA is inclusive of relevant stakeholders
- PQA participants have the freedom to disclose information without fear of retribution
- PQA activities and findings are appropriately communicated

3. Accountability :

There is clear accountability at the appropriate level for effective PQA

- Accountabilities and responsibilities of the Customer and the Reviewer for PQA are appropriately defined
- PQA is appropriately resourced
- PQA recommendations are actively owned, monitored and appropriately implemented in a timely fashion

4. Integrity:

PQA activities and findings are honest, objective and free from bias

- PQA practices and controls are conducted in an ethical manner
- PQA manages the risk of optimism bias
- PQA is inclusive of who is involved to ensure a cross section of stakeholders and views are canvassed

5. Clarity of purpose:

Ensuring that stakeholders know why the PQA exists, what PQA does, when it will occur, what it will cover and what to expect from it

- PQA is planned and tailored to the needs of the project and stakeholders
- PQA covers the full project lifecycle
- The purpose and benefits of PQA are promulgated and socialised
- PQA is part of the organisation's change philosophy

6. Effectiveness:

Ensuring that PQA delivers quality outcomes efficiently and represents good value for money

- Scope and timing of PQA is aligned to the project lifecycle, major milestones and key decision points
- PQA is insightful, proactive, real-time and future focussed
- PQA addresses opportunities as well as risks, strengths and weaknesses
- PQA reports are balanced, and provide clear messages and recommendations

Guiding Governance Principles for Project Quality Assurance (PQA) Reviews

