EFFECTIVE SUPPLIER QUALITY SURVEILLANCE (SQS)

Implementing programs on complex capital projects

"Proper planning prevents poor performance."

STEPHEN KEAGUE

WHAT IS SQS?

It is *Supplier Quality Surveillance.*

SQS programs selectively audit, evaluate, inspect, observe, and review systems, including engineering and procurement, fabrication, manufacturing, and quality management systems.

SQS provides a risk management, rather than a quality management function (i.e., it is not an ISO 9000 program).
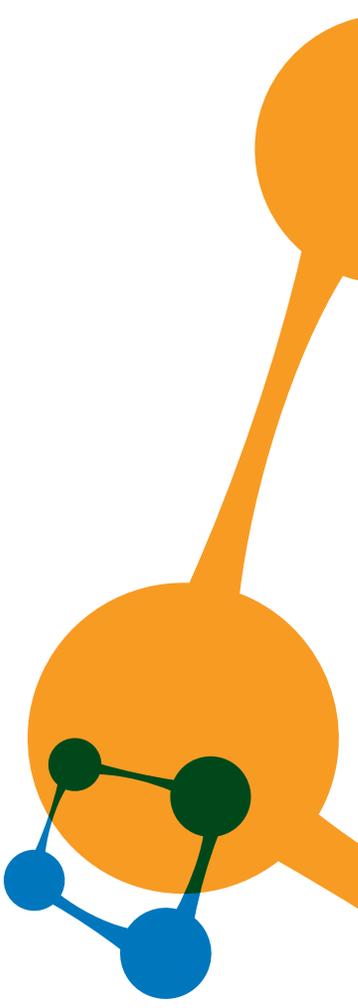
WHY ARE SQS PROGRAMS NEEDED?

"Projects almost always cost more and take longer than expected." (PwC, 2014).

An SQS program is the critical prevention needed to mitigate project risks. Specifically, prevention of risks that have cost overruns, frustration, rework, schedule delays, and waste.
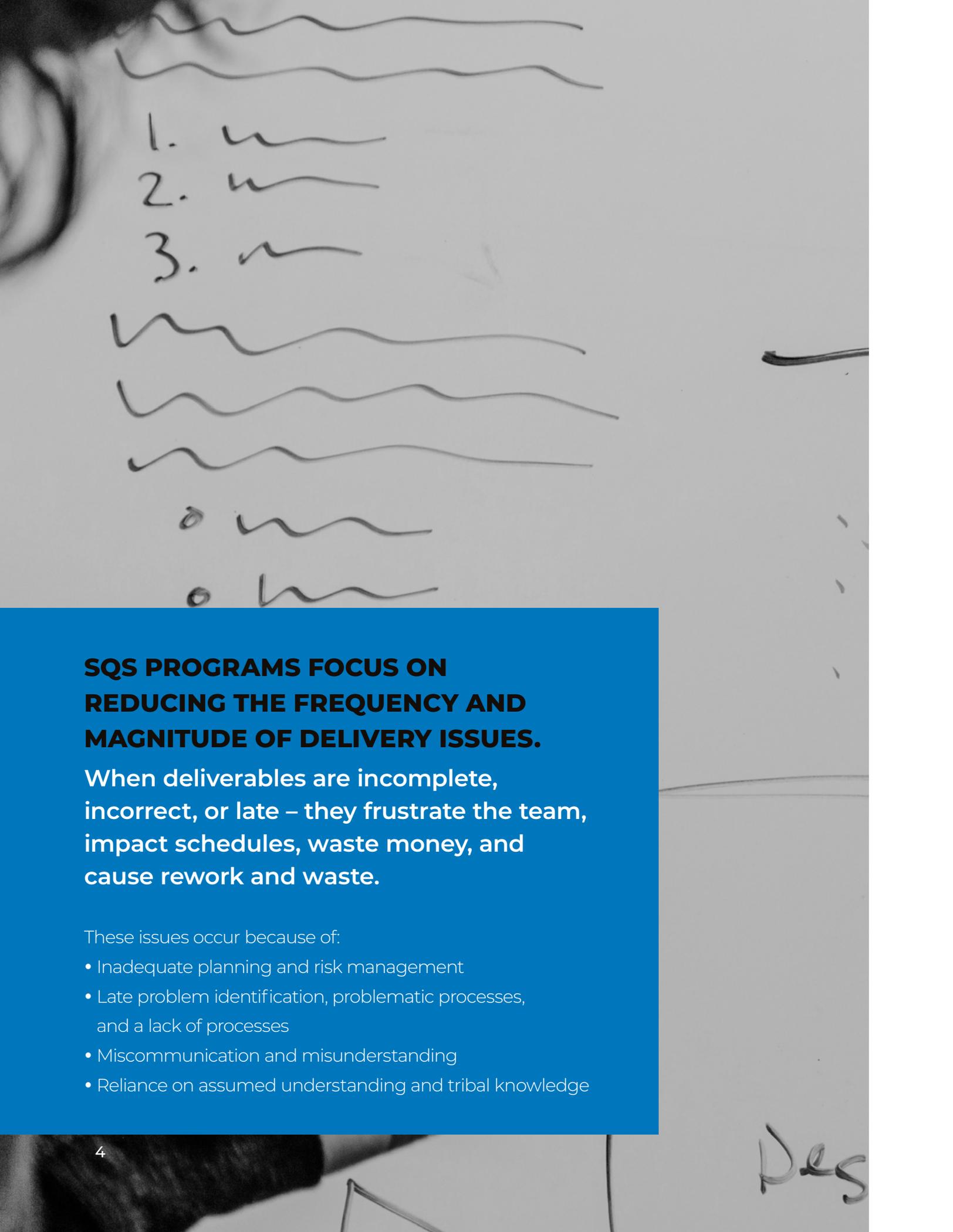
SQS PROGRAMS FOCUS ON REDUCING THE FREQUENCY AND MAGNITUDE OF DELIVERY ISSUES.

When deliverables are incomplete, incorrect, or late – they frustrate the team, impact schedules, waste money, and cause rework and waste.

These issues occur because of:
- Inadequate planning and risk management
- Late problem identification, problematic processes, and a lack of processes
- Miscommunication and misunderstanding
- Reliance on assumed understanding and tribal knowledge
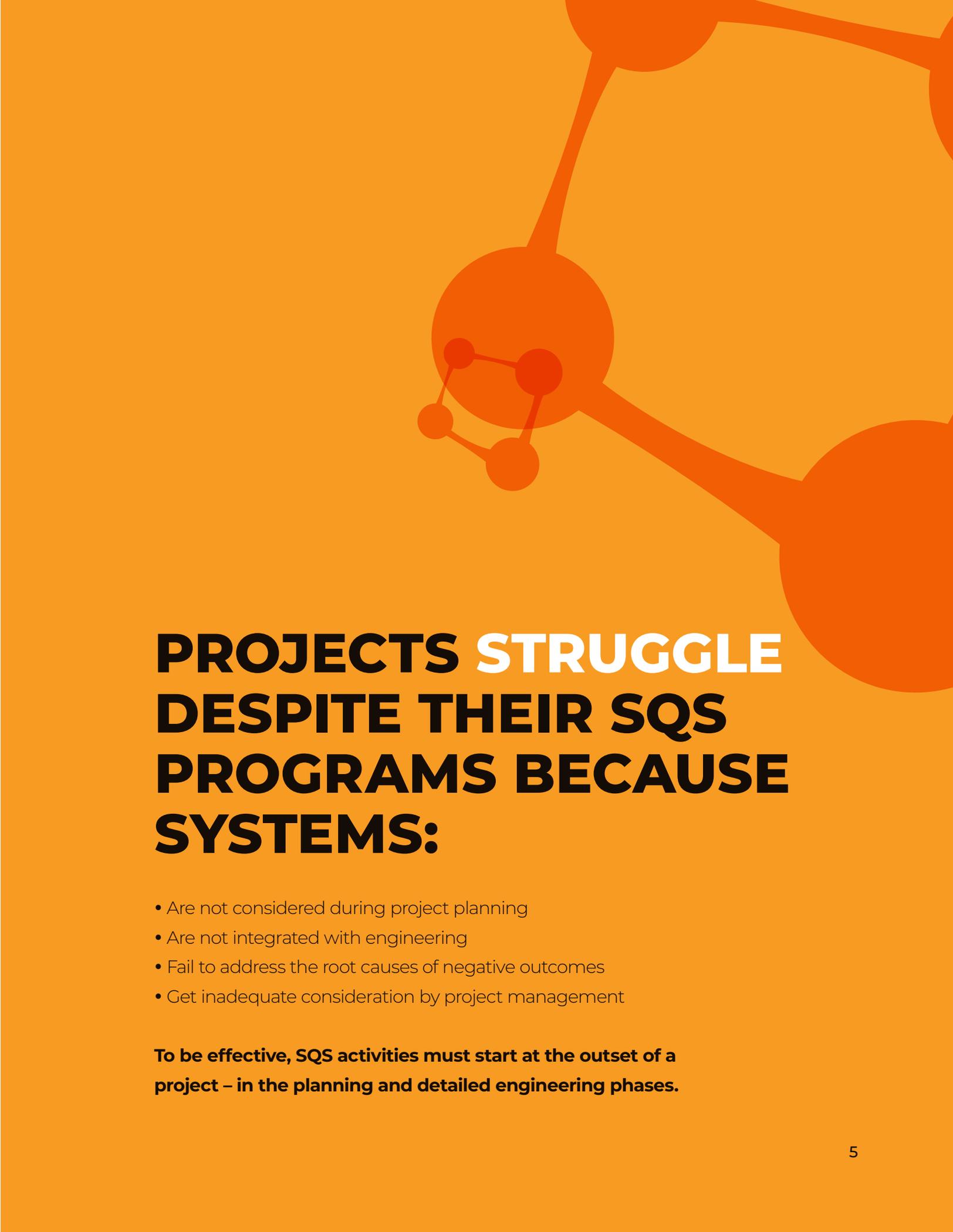
PROJECTS STRUGGLE DESPITE THEIR SQS PROGRAMS BECAUSE SYSTEMS:

- Are not considered during project planning
- Are not integrated with engineering
- Fail to address the root causes of negative outcomes
- Get inadequate consideration by project management

To be effective, SQS activities must start at the outset of a project – in the planning and detailed engineering phases.
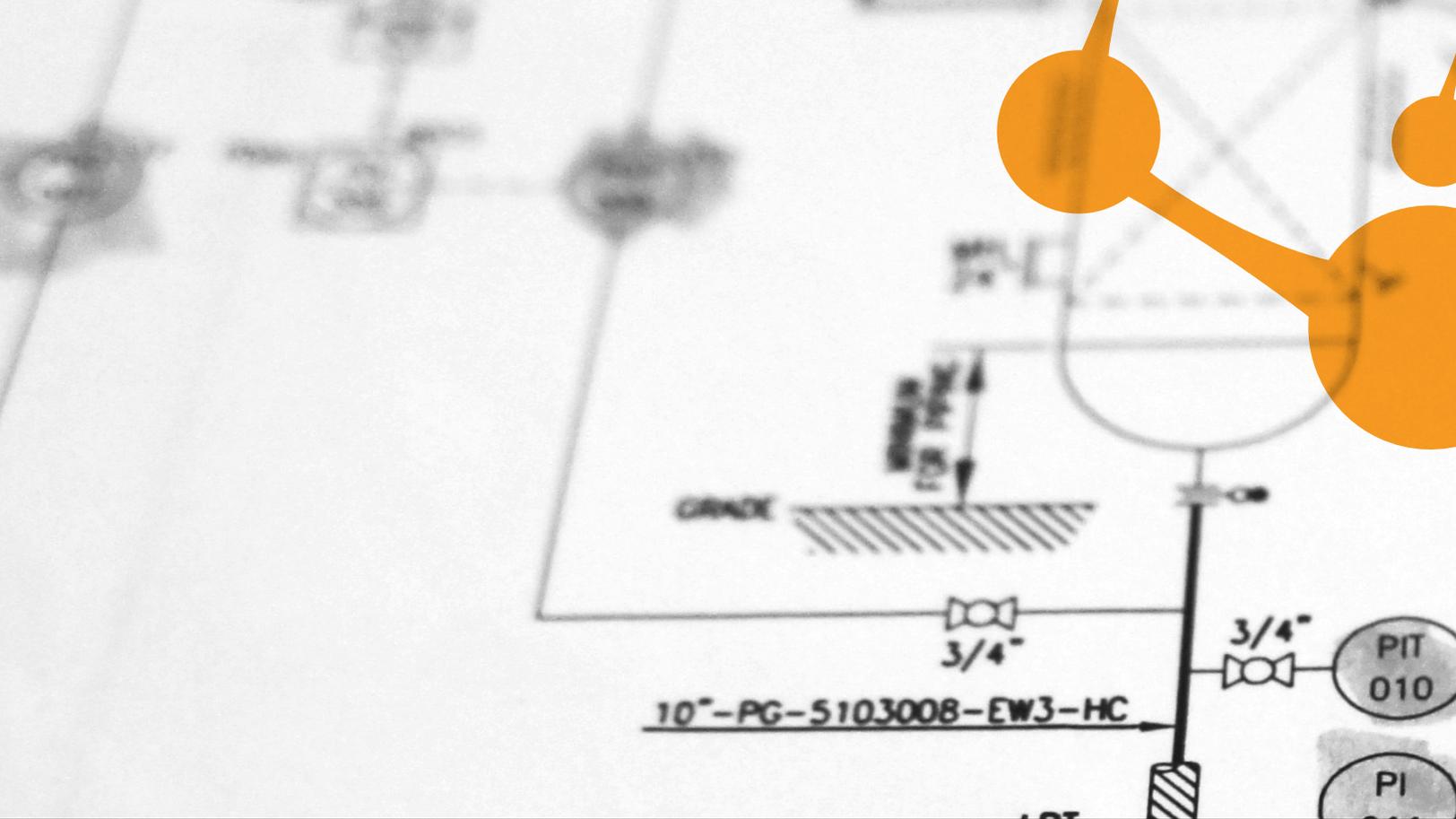
SQS PROGRAMS
STRUGGLE WHEN

PROGRAMS ARE:

• Developed during project execution

• Generic or re-purposed inappropriately

• Inadequately funded and resourced

PROJECTS ARE:

• Complex and dynamic

• Reliant on experienced personnel and tribal knowledge

EFFECTIVE SQS PROGRAMS:

- Address root causes from the outset
- Avoid issues and non-conformances, or achieve timely resolutions
- Create realistic budgets that balance returns and risks
- Ensure deliverables are complete, correct, and on-time
- Establish a project glossary for effective communication
- Foster effective communication, teamwork, and understanding
- Start during project planning and detailed engineering and extend to project completion

HOW DOES KT PROJECT HELP?

KT Project guides the creation, development, and implementation of SQS programs.

KT Project will:

1. Interview personnel, and review and analyze existing SQS resources
2. Provide an appropriate, comprehensive project or corporate glossary
3. Prepare a *draft SQS program* for review
4. Collaborate with project personnel to develop an effective SQS program
5. Prepare the *final SQS program*, acquire approvals, and support implementation

KT Project does not provide SQS coordination or inspection services.
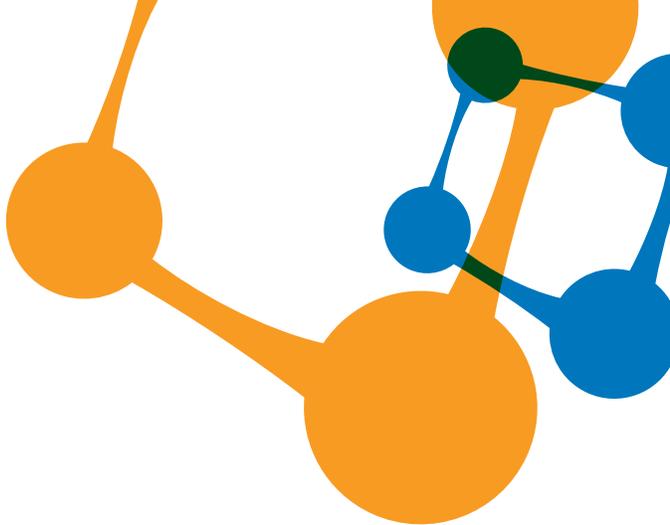
WHEN SHOULD YOU WORK WITH KT PROJECT?

When you want to keep your projects on-budget and on-time!

KT Project *is* a great fit when projects:

• Are new or sizeable
• Engage diverse teams
• Have tight budgets, timelines, or both
• Lack adequate SQS resources
• Lack experienced personnel
• Struggle with cost and schedule over-runs

KT PROJECT IS NOT A GREAT FIT WHEN PROJECTS:

• Are simple or small
• Can rely on cohesive and established teams
• Have an effective SQS program in place
• Have experienced personnel
• Have minimal risk of budget or schedule over-runs

WHO IS KT PROJECT?

KT PROJECT IS A KNOWLEDGE TRANSFER COMPANY.

We help complex capital projects in the energy and other industries implement best practices for knowledge transfer and project communication.

To learn more or discuss your project, contact us today.

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Let the KT Project help you connect the dots.

KT PROJECT
SUCCESS ACHIEVED + DELIVERED