

## INTRODUCTION

### PROJECT FAILURE or SUCCESS?

12 insights where SQS makes a huge, positive impact.

- Projects fail in predictable ways.
- Success is also predictable.



[Read: KT Project resources](#)

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SUCCESS ACHIEVED + DELIVERED

## 1 OUTCOMES

Delivery is your business development.

"We delivered... but it took longer and cost more."

### ✗ DON'T DO THIS

- Deliver incomplete, incorrect work that is late and over budget.



[Read: How to Avoid Gambling with Project Success](#)

### ✓ DO THIS

- Deliver complete, correct work that is on time and on budget.



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## 2 FIREFIGHTING

Urgency is not progress.

"Every day is urgent, and nothing is under control."

### ✗ DON'T DO THIS

- Use guesswork and workarounds to wing it for faster results.



[Read: The Key to Project Success](#)

### ✓ DO THIS

- Use coordination, expertise, and teamwork to reduce rework.



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## 3 TOOLS AND INFORMATION

Scavenger hunts are not productivity.

"The documents exist, but nobody can find the latest version."

### ✗ DON'T DO THIS

- Use dated tools and patchwork systems that force people to hunt for information.



[Read: SQS and Technology: Adapt or Perish!](#)

### ✓ DO THIS

- Use integrated tools that support coordination, decision-making, and quality planning.



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## 4 TBDs

Ambiguity becomes scope.

"TBDs go out. Change orders come back."

### ✗ DON'T DO THIS

- Issue procurement documents with missing technical details.



[Read: A Supplier QS Plan That Got Punched in the Mouth](#)

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### ✓ DO THIS

- Define requirements up front so suppliers can deliver the correct scope.



## 5 TRIBAL KNOWLEDGE

Not written down? It walks out the door.

"Key knowledge leaves when people leave."

### ✗ DON'T DO THIS

- Rely on informal know-how and verbal instructions.



[Read: How Smart Projects Review WPSs](#)

### ✓ DO THIS

- Capture critical knowledge in current procedures and project specific instructions so it can be transferred and repeated.



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## 6 ASSUMPTIONS

Undefined terms create expensive assumptions.

"Everyone agrees in the meeting, then everyone delivers something different."

### ✗ DON'T DO THIS

- Assume shared understanding, because everyone speaks English.



[Read: Are We Speaking the Same Language?](#)

### ✓ DO THIS

- Use a glossary to define company, industry, and project-specific terms.



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## 7 DAMAGE CONTROL

Late SQS is damage control.

"SQS is asked to fix the PO after it is signed."

### ✗ DON'T DO THIS

- Engage SQS after the PO is awarded.



[Read: A Project's Missteps and Recovery](#)

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### ✓ DO THIS

- Engage SQS early with engineering and supply chain to plan cost-effective risk mitigation.



## 8 IMPROVISED PLANS

No plan becomes panic.

"The plan is updated after the first surprise."

### ✗ DON'T DO THIS

- Treat SQS planning as paperwork.
- Improvise later when problems surface.



[Read: Cracking the Code of Supplier Quality Surveillance](#)

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### ✓ DO THIS

- Establish an SQS plan built on lessons learned with clearly defined deliverables, roles, and responsibilities.



## 9 QUALITY RETROFIT

Quality cannot be added after the PO is issued.

"Quality shows up in comments, not in the PO."

### ✗ DON'T DO THIS

- Omit QS levels and QVPs from procurement documents, then try to apply them later.



[Read: Understanding QSAs](#)

### ✓ DO THIS

- Include QS levels and QVPs in procurement documents, then verify them during supplier document review.



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## 10 REVISION LOOP

Resubmittals are symptom, not a process.

"Revise. Resubmit. Revise again. Each time, hope it will be OK."

### ✗ DON'T DO THIS

- Use review comments to inform suppliers of the requirements.



[Read: Effective Final Review Strategies for MRBs & TPKs](#)

### ✓ DO THIS

- Define clear, value-added SDR requirements, especially for MRBs and TPKs.



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## 11 CAPABILITY

SQS is not QA/QC.

SQS is treated as a checklist instead of a capability.

### ✗ DON'T DO THIS

- Use SQS as a go/no-go box checking exercise at delivery.



[Read: Effective SQS \(Implementing programs on complex capital projects\)](#)

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### ✓ DO THIS

- Leverage SQS from project kick-off as hands-on SMEs (e.g., coating, electrical, materials, mechanical, NDE, rotating equipment, welding).



## 12 SCHEDULE DEBT

Open NCRs and RFIs become schedule debt.

"NCRs and RFIs sit open until the schedule pays."

### ✗ DON'T DO THIS

- Assume NCRs and RFIs will be few, and someone will sort them out.



[Read: Processing NCRs - Are You Leaving Money on the Table?](#)

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### ✓ DO THIS

- Resolve NCRs and RFIs quickly with a process to acquire agreeable or suitable resolutions.



## ABBREVIATIONS

- KT – Knowledge Transfer
- MRB – Manufacturing Record Book
- NCR – Non-conformance Report
- NDE – Non-destructive Examination
- OK – All Correct
- QA/QC – Quality Assurance/Quality Control
- QS – Quality Surveillance
- QVP – Quality Verification Point
- RFI – Request for Information
- SME – Subject Matter Expert
- SQS – Supplier Quality Surveillance
- TBD – To Be Determined
- TPK – Turnover Package
- WPS – Welding Procedure Specification

[Read: KT Project resources](#)

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## FINAL THOUGHTS

Plan quality early, or pay for it later.

Use these 12 insights at project kick-off, and again before procurement.



[Read: KT Project resources](#)

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