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Welding and Non-Destructive Testing

Quality Management Plan Version 02

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Quality Management Plan (QMP)

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1. Introduction

1.1 Purpose and Objectives of Quality Management

The purpose of quality management within the COVE-WENDT project is to ensure the delivery of high-quality results that meet or exceed the expectations of stakeholders. The specific quality objectives are:

- Ensuring compliance with all relevant quality requirements and standards throughout the project implementation. This will guarantee that the results obtained are in line with those stipulated in the project proposal and the grant agreement;
- Developing and implementing efficient quality management processes and procedures that allow for the identification and management of risks, as well as the implementation of necessary corrective actions. The goal is to prevent the occurrence of quality issues and to ensure continuous improvement of the project's activities and deliverables;
- Increasing the satisfaction level of key stakeholders (such as participants in activities, partner organizations, funding authorities etc.) by delivering superior quality results that meet their needs;
- Developing a quality culture at the consortium level, through the active involvement of all members in quality assurance and by promoting a proactive attitude towards continuous improvement. The effective implementation of quality management will contribute to achieving the overall objectives of the COVE-WENDT project, ensuring successful implementation and impactful results for the end beneficiaries.

1.2 Definitions, Acronyms and Abbreviations

This section provides a glossary of technical terms, acronyms and abbreviations used throughout the Quality Management Plan (QMP) to ensure a common understanding among all involved parties.

Key quality-related terms:

- Quality¹ - The degree to which a set of inherent characteristics of an object fulfils requirements;
- Management¹ - coordinated activities to direct and control an organization;
- Quality management¹ - management with regard to quality;
- Quality Assurance (QA)¹ - part of quality management focused on providing confidence that quality requirements will be fulfilled;
- Quality Control (QC)¹ - part of quality management focused on fulfilling quality requirements;
- Progress evaluation¹: assessment of progress made on achievement of the project objectives;
- Continual improvement¹ - recurring activity to enhance performance;
- Audit criteria¹ - set of policies, procedures or requirements used as a reference against which objective evidence is compared;
- Audit conclusion¹ - outcome of an audit, after consideration of the audit objectives and all audit findings
- Corrective actions¹ - action to eliminate the cause of a nonconformity and to prevent recurrence;
- Non-conformity¹ - non-fulfilment of a requirement;

¹ Source: ISO 9000: 2015



- Output:¹ - result of a process;
- Assessment² - Often used as a synonym for evaluation. The term is sometimes recommended for restriction to processes that are focused on quantitative and/or testing approaches. SEE “The Distinction between Assessment and Evaluation.”
- Audience(s)² - Consumers of the evaluation; those who will or should read or hear of the evaluation, either during or at the end of the evaluation process. Includes those persons who will be guided by the evaluation in making decisions and all others who have a stake in the evaluation (see stakeholders).
- Checklist approach² - The principal instrument for practical evaluation, especially for investigating the thoroughness of implementation.
- Conclusion (of an evaluation)² - Final judgments and recommendations;
- A criterion (variable)² – is whatever is used to measure a successful or unsuccessful outcome, e.g., grade point average.
- Dissemination² - The process of communicating information to specific audiences for the purpose of extending knowledge and, in some cases, with a view to modifying policies and practices.
- Document² - Any written or recorded material not specifically prepared for the evaluation.
- Formative evaluation² - evaluation designed and used to improve an intervention, especially when it is still being developed;
- Impact evaluation² - An evaluation focused on outcomes or payoff;
- Implementation evaluation² - Assessing program delivery (a subset of formative evaluation);
- Instrument²: an assessment device (test, questionnaire, protocol, etc.) adopted, adapted, or constructed for the purpose of the evaluation;
- Measurement² - Determination of the magnitude of a quantity;
- Objective² - A specific description of an intended outcome;
- Observation² - The process of direct sensory inspection involving trained observers;
- Qualitative evaluation²: The approach to evaluation that is primarily descriptive and interpretative.
- Quantitative evaluation²: The approach to evaluation involving the use of numerical measurement and data analysis based on statistical methods.
- Recommendations²: Suggestions for specific actions derived from analytic approaches to the program components.
- Strategy² - A systematic plan of action to reach predefined goals;
- Summative evaluation² - Evaluation designed to present conclusions about the merit or worth of an intervention and recommendations about whether it should be retained, altered, or eliminated.
- Deliverable³: a tangible or intangible good or service produced as a result of a project that is intended to be delivered to a customer (either internal or external)

² Source: https://www.nsf.gov/pubs/1997/nsf97153/chap_9.htm

³ Source: <https://en.wikipedia.org/wiki/Deliverable>



- Communication⁴ - Promote your action and results;
- Exploitation⁴ - Make concrete use of results. The use of results in developing, creating and marketing or improving a product or process, or in creating and providing a service in standardisation activities or shaping a policy.
- Expressions⁵:
 - Shall: used to say that something certainly will or must happen, or that you are determined that something will happen;
 - Should: used to show when something is likely or expected;
 - May: used to express possibility;
 - Can: used to say that you can and will do something;
- Goal⁶: the outcomes you intend to achieve;
- Milestone⁷: control points in the project that help to chart progress;
- Reports: are documents that are used for documenting (reporting) the project activities or a nonconformity followed by a corrective action;
- Results⁸: all work, ideas, concepts and reports and Intellectual Property in such things developed or created by the Contractor, alone or with others, in the course of performing the Project or resulting from the use of time, materials, resources or facilities;
- Stakeholder⁹: a person, group, or organization with an interest in a project;
- Work Package¹⁰: A component of the project work breakdown. It represents a group of project activities targeting common specific objectives;
- Work Package Manager: is the person within a project organization responsible for the coordination of the activities and deliverables of the work package.

Acronyms and Abbreviations:

- CoVE - Centre of Vocational Excellence;
- QMP - Quality Management Plan;
- QA - Quality Assurance;
- QC - Quality Control;
- KPI - Key Performance Indicator;
- WP - Work Package;
- SOP - Standard Operating Procedure;

⁴ Source: https://research-and-innovation.ec.europa.eu/document/download/fbe68bb9-4440-4641-b64e-860ccda0cd83_en

⁵ Source: <https://dictionary.cambridge.org/dictionary/english/shall>

⁶ Source: <https://www.indeed.com/career-advice/career-development/difference-between-goals-and-objectives>

⁷ Source: <https://www.emdesk.com/horizon-2020-horizon-europe-basics-guide/deliverables-and-milestones-planning-in-horizon-europe-projects>

⁸ Source: <https://www.lawinsider.com/dictionary/project-results>

⁹ Source: <https://en.wikipedia.org/wiki/Stakeholder>

¹⁰ Source: <https://wikis.ec.europa.eu/display/NAITDOC/Work+Package>



- PDCA - Plan-Do-Check-Act (quality improvement cycle).

The definitions and explanations provided in this section will help ensure clear and consistent communication among the project partners and other stakeholders involved in the implementation of the COVE-WENDT project.

2. Organising for Quality

2.1 Quality Management Structure

The quality management structure for the COVE-WENDT project is designed to ensure effective implementation of the quality management processes and achievement of the quality objectives.

The organizational structure is as follows:





The key elements of the quality management structure are:

Quality Manager: The Quality Manager is responsible for overseeing the implementation of the Quality Management Plan and ensuring that quality processes and procedures are followed throughout the project. The Quality Manager reports directly to the Project Manager.

The Quality Manager is appointed from the project coordinator (ISIM Timisoara). He will collaborate with WP leaders who are at the same time responsible for the quality of the deliverables provided.

Quality Assurance Team: The Quality Assurance Team is composed of representatives from each Work Package leader institution, being coordinated by the quality manager. This team is responsible for:

- Developing and implementing quality control measures for project deliverables and outputs;
- Conducting regular quality audits and reviews;
- Identifying and addressing quality issues;
- Recommending corrective and preventive actions.

Quality Review Board: The Quality Review Board is a cross-functional group that includes the Quality Manager, Work Package leaders, and subject matter experts. The board is responsible for:

- Reviewing and approving key project deliverables and outputs;
- Monitoring project quality performance against defined KPIs;
- Assessing the effectiveness of quality management processes;
- Providing guidance and recommendations for quality improvement.

This structured quality management organization, with clearly defined roles and responsibilities, will ensure that quality is embedded throughout the project implementation and that any quality-related issues are promptly identified and addressed.

2.2 Roles, Responsibilities and Authorities

The roles, responsibilities and authorities related to quality management in the COVE-WENDT project are defined as follows:

Project Manager (form ISIM):

- Responsible for overall project management, including oversight of quality management;
- Accountable for the successful delivery of the project in line with quality requirements;
- Has the authority to make decisions related to quality management and to allocate resources as needed.

Project Coordinator (all partners):

- Supports the Project Manager in the day-to-day coordination of project activities;
- Facilitates communication and collaboration among the project partners;
- One project coordinator (partner project manager) is appointed within each partner organisation.

Quality Manager (form ISIM):

- Responsible for developing, implementing and maintaining the Quality Management Plan;
- Accountable for monitoring and reporting on project quality performance;



- Has the authority to initiate quality audits, recommend corrective actions, and escalate quality issues to the Project Manager.

Work Package Leaders (from ISIM, SZC, CESOL, IIS, EWF):

- Responsible for ensuring quality within their respective Work Packages;
- Accountable for the quality of deliverables and outputs produced under their Work Packages;
- Have the authority to make decisions related to quality control and improvement within their Work Packages.

Quality Assurance Team Members (from ISIM, SZC, CESOL, IIS, EWF):

- Responsible for conducting quality control activities, such as reviews, inspections and testing
- Accountable for identifying and reporting quality issues within their areas of expertise
- Have the authority to recommend corrective and preventive actions to the Quality Manager.

Note: even if WP leaders and QA team members come from the same institution, it is advisable that the institution appoints different staff members to these positions to avoid conflicts of interest.

The RACI matrix below outlines the specific responsibilities of each role in key quality management processes:

Quality Management Process	Project Manager	Quality Manager	WP Leader	QA Team Member
Develop Quality Management Plan	R	A	C	I
Monitor and Report on Quality Performance	R	A	C	C
Conduct Quality Audits	I	R	C	A
Review and Approve Deliverables	A	C	R	C
Implement Corrective Actions	R	A	R	C
Facilitate Continuous Improvement	R	A	C	C

The RACI matrix ensures that all quality-related roles and responsibilities are well understood by the project team, enabling effective quality management throughout the project lifecycle.

R – Responsible: the person who performs the task is responsible for its execution. The task executor must then be accountable to the person who is accountable.



A – Accountable: this person bears the final responsibility for the correct completion of one or more project tasks. He/she is accountable and he/she must approve (sign off) the task. There is only one person accountable.

C – Consulted: this is the person who is asked for advice in advance. This is two-way communication; in addition to advice, he/she also helps in the implementation and this gives direction to the result.

I – Informed: this person is informed in the interim about the decisions, about the progress, results achieved, Etc. This is one-way communication.

3. Quality Standards

3.1 Applicable Standards

The COVE-WENDT project will adhere to the following quality standards and methodologies:

ISO 9001:2015 Quality Management System: This international standard provides a framework for establishing, implementing, maintaining and continually improving a quality management system. The project team will follow the requirements of ISO 9001 to ensure consistent quality in project processes, deliverables and outputs.

The integration of this standard and related methodologies into the project's quality management system will ensure that quality is embedded throughout the entire project lifecycle, from planning and execution to monitoring and control.

3.2 Compliance with Standards

To ensure compliance with the identified quality standard, the project team will assure that the project's Quality Management System will be documented covering key quality-related processes such as:

- Quality planning;
- Quality assurance and control;
- Document and record control;
- Nonconformity management;
- Corrective and preventive actions;
- Internal audits.

Compliance Monitoring: The Quality Manager will be responsible for continuously monitoring the project's compliance with the established quality standard and procedures. This will include regular review of project activities, deliverables and outputs against the defined quality requirements.

Internal Audits: The project will conduct planned internal audits at key milestones to verify the effective implementation of the Quality Management System and identify any areas for improvement. The findings of these audits will be documented, and corrective actions will be implemented as necessary.

External Audits: If required by the funding body, the project may also be subject to external quality audits to provide an independent evaluation of the project's compliance with applicable standards and contractual requirements.

By implementing these processes and procedures, the COVE-WENDT project will ensure that quality is systematically managed and that the project outputs consistently meet the required standards and specifications.



4. Quality Planning

4.1 Quality Planning Processes

The quality planning processes for the COVE-WENDT project will involve the following key activities:

Quality Requirements Definition: The project team, in collaboration with key stakeholders, will identify, document and prioritize the quality requirements for each project deliverable and output. This will include defining the acceptance criteria, performance metrics, and quality standards to be met.

Quality Objectives Establishment: Based on the identified quality requirements, the project will establish specific, measurable, achievable, relevant and time-bound (SMART) quality objectives. These objectives will serve as the benchmarks for evaluating the project's quality performance.

Quality Assurance and Control Planning: The project will develop a comprehensive Quality Assurance and Control Plan, which will outline the quality management processes, procedures, and activities to be implemented throughout the project lifecycle. This will include defining quality control techniques, inspection and testing methods, and quality auditing schedules.

Quality Roles and Responsibilities: The quality planning process will also involve clearly defining the quality-related roles, responsibilities, and authorities of the project team members, as outlined in the previous section of this Quality Management Plan.

4.2 Quality Requirements Identification

The COVE-WENDT project will use the following methods to identify the quality requirements of stakeholders:

Stakeholder Interviews: The project team will conduct interviews with key stakeholders, such as participants to the project events, associated partners, and end-users, to understand their specific quality expectations and priorities for the project deliverables and outcomes.

Document Review: The team will analyse relevant documents, such as the project proposal, grant agreement, and industry standards, to extract and consolidate the quality requirements.

Brainstorming Sessions: The project partners will participate in collaborative brainstorming sessions to identify and discuss potential quality requirements, based on their expertise and experience.

By systematically identifying and documenting the quality requirements, the COVE-WENDT project will ensure that the project outputs and outcomes consistently meet the expectations of stakeholders.

5. Quality Assurance

5.1 Quality Assurance Processes

The COVE-WENDT project will implement the following quality assurance processes to provide confidence that the quality requirements will be fulfilled:

Quality Management System: The project will establish a comprehensive Quality Management System, which will include standardized procedures, work instructions, and records for key quality-related processes, such as:

- Document and record control;
- Nonconformity management;



- Corrective and preventive actions;
- Internal audits.

Internal Quality Audits: The project will conduct planned internal quality audits at regular intervals to verify the effective implementation of the Quality Management System and identify any areas for improvement. The findings of these audits will be documented, and corrective actions will be taken as necessary.

Continuous Improvement: The project team will continuously monitor the performance of the quality management processes and implement improvements based on the lessons learned, feedback from stakeholders, and the results of internal audits.

5.2 Quality Assurance Activities

The COVE-WENDT project will undertake the following quality assurance activities:

Design Reviews: The project will conduct regular design reviews, involving relevant stakeholders, to ensure that the design of project outputs and deliverables meet the established quality requirements.

Testing and Inspection: Depending on the nature of the project outputs, the team will implement appropriate testing and inspection procedures to verify their conformance with the quality standards.

Periodic Quality Reviews: The project will schedule periodic quality reviews to assess the performance of the quality management processes and identify areas for improvement. These reviews will involve the participation of the Quality Manager, Work Package leaders, and subject matter experts.

By implementing these quality assurance processes and activities, the COVE-WENDT project will ensure that the project outputs and deliverables consistently meet the established quality requirements and stakeholder expectations.

6. Quality Control

6.1 Monitoring and Measuring Quality Performance

The COVE-WENDT project will establish the following Key Performance Indicators (KPIs) to monitor the efficiency of the quality management processes:

- Percentage of project deliverables that meet the defined quality acceptance criteria;
- Number of quality-related nonconformities identified and resolved;
- Percentage of corrective and preventive actions implemented within the planned timeframe;
- Stakeholder satisfaction rate with the quality of project outputs and services.

For monitoring purposes, qualitative and quantitative KPIs will be used, as follows:

Qualitative Key Performance Indicators (KPIs)

Generally, the qualitative evaluation will be done based on "satisfaction questionnaires" received during actions, meetings or events. General score of min. 8 on a scale of 1 to 10 have to be obtained for the following:

- **the feedback of partners on risk and conflict management** - for identification, evaluation and management of risk and conflicts that may appear during the project implementation. Monitoring and managing risks to minimize their negative impact on the project deliverables and outcomes;



- the feedback of participants in the project meetings;
- the feedback of participants in the teacher / trainer / staff training;
- the feedback of participants in the training or courses;
- the feedback of participants in the skill competitions;
- the feedback of participants in the international campus;
- the feedback of participants in the project workshop events.

KPIs for dissemination events (meetings, workshops) the following qualitative indicators will be used:

- event agenda;
- the quality of presentation;
- relevance of information received;
- quality / usefulness of discussions;
- estimated impact of project / results.

KPIs for training events the following qualitative indicators will be used:

- the quality of course content;
- innovative aspects and the usefulness of the training;
- relevance of information;
- the presentation quality /aspect;
- flexibility;
- the ease of use.

Quantitative Key Performance Indicators (KPIs)

For WP1:

- number of technical - financial interim reports of each project partner: 8;
- communication and collaboration, number of transnational partners project meetings organised: 9;
- number of plans for proper project management: 4 (PIP, QMP, CP, EPPR)
- time of project completion: 48 months;
- financial efficiency of project management: max. 10% deviation from estimated costs;
- resource utilization, absorption rate: min. 90%.

For WP2:

- number of guidelines and innovative curriculum: 2;
- number of learner-centred teaching material: 2;

Each teaching material will include (as appropriate): presentations, audio & video recordings, online multiple-choice tests and min. 20 ppts and 1 page of text / teaching hour;

- number of continuing training courses for professional development of teachers, trainers and future trainers organised: 2;



- number of teachers, trainers and future trainers participated on each continuing training courses: 12;
- number of job fair and career guidance organised: 12;
- number of job board platforms created: 1;
- number of trainings on digital trainings, distance e-learning organised: 12;
- number of participants to the digital trainings: total of min.120;
- number of trainings on transition to green welding industry organised: 12;
- number of participants to the trainings on transition to green welding industry: total of min.120;
- number of learner-centred modular VET courses organised: min. 3 courses / country / year;
- number of participants to the VET courses organised: total of min. 480;
- number of new courses developed and submitted for European / International recognition: 2.

For WP3:

- number of transnational collaborative IT platform developed: 1;
- number of partnership agreement established: min. 100 (25 / country);
- number of face-to-face experimental labs created: 4;
- number of virtual labs created: 1;
- number of participants to co-create in the living labs: min. 100 (25 / country);
- number of national skill competitions organised: 8 competitions (2 / country);
- number of international skills competitions organised: 2 competitions;
- number of participants to the skill competitions organised: total of min.80 people;
- number of international campus for teachers and trainers / future trainers organised: 2.

For WP4:

- number of reports on issues needs to be solved in welding sector: 4 (1 report / country);
- number of assistance contracts for SMEs: min. 100 (25 / country);
- number of infrastructures of CoVE developed: 4.

For WP5:

- project logo: 1;
- project website: 1;
- number of links to the project webpages: min. 10;
- no. of visit on the project website: min. 500;
- number of adds or posts on social media: min. 1 / event / partner;
- project brochures / booklets: min. 200 (min. 50 / country);
- project flyers: min. 800 flyers (min. 200 / country);
- project roll-ups: 4 (1 / country);



- number of participation to the national / international exhibitions: min. 16 (1 / country / year);
- number of project dissemination events (workshops / conferences) organised: 16 (1 / country / year);
- number of participants to the project multiplier events: min. total of 800 participants;
- number of companies participating in the project multiplier events: total of min. 100;
- during project sustainability period a total of min. 240 certificates of trainings will be issued by the project partners.

To measure and analyse these KPIs, the project will utilize the following quality control tools and techniques:

Control Charts: The project will use control charts to monitor the variability of key quality characteristics over time and identify any unusual patterns or trends.

Cause-and-Effect Analysis: The team will conduct root cause analysis, using techniques like the Ishikawa (fishbone) diagram, to identify the underlying causes of quality issues and implement appropriate corrective actions.

Inspection and Testing: The project will schedule regular inspections and tests of project deliverables and outputs to ensure they meet the established quality standards and requirements.

6.2 Quality Control Techniques and Tools

The COVE-WENDT project will apply the following statistical quality control techniques and tools:

Statistical Process Control (SPC): The project will use SPC methods, such as control charts and process capability analysis, to monitor and control the variation in key project processes.

Feedback System: The project will implement a systematic process for collecting, analysing, and responding to feedback from stakeholders regarding the quality of project outputs and services.

7. Quality Improvement

7.1 Identifying Opportunities for Improvement

The COVE-WENDT project will use the following methods to identify opportunities for quality improvement:

Process and Results Analysis: The project team will regularly review the project processes and outcomes to identify areas where quality can be enhanced, such as through the elimination of waste, reduction of variability, or improvement of efficiency.

Stakeholder Feedback: The project will actively seek and analyse feedback from stakeholders to understand their perspectives on the quality of the project outputs and services, and identify potential areas for improvement.

Brainstorming and Creative Techniques: The project team will organize brainstorming sessions and apply other creative problem-solving techniques to generate ideas for quality improvements, drawing on the collective expertise and experience of the project partners.



7.2 Quality Improvement Action Plans

For the identified opportunities for quality improvement, the COVE-WENDT project will develop specific action plans that include the following elements:

Improvement Objectives: The project will establish clear, measurable objectives for the proposed quality improvements, aligned with the overall project goals and quality management objectives.

Implementation Timelines: The action plans will include realistic timelines for the implementation of the quality improvement initiatives, taking into account the project's overall schedule and resource constraints.

Resource Allocation: The necessary resources, such as personnel, equipment, and funding, will be allocated to support the successful implementation of the quality improvement plans.

Roles and Responsibilities: The project will clearly define the roles and responsibilities of the team members involved in the quality improvement initiatives, ensuring accountability and effective coordination.

By implementing these quality improvement processes, the COVE-WENDT project will continuously enhance the quality of deliverables and overall performance, ensuring that it meets or exceeds the expectations of stakeholders.

8. Communication and Documentation

8.1 Document Management

The COVE-WENDT project will establish the following procedures for the management of quality-related documentation. These procedures are the same ones that partners use within their own ISO 9001 system.

Document Control Procedure: This procedure will define the process for creating, reviewing, approving, and distributing quality-related documents, such as the Quality Management Plan, standard operating procedures, work instructions, and quality records.

Document Management System: The project will implement a centralized document management system to ensure easy access and proper archiving of all quality-related documentation. This system will include version control mechanisms to ensure that project personnel are using the most recent documents.

Document Retention and Disposal: The project will define the retention periods and disposal methods for quality-related documents, in accordance with applicable regulations and project requirements.

8.2 Internal and External Communication Plan

The COVE-WENDT project will develop a comprehensive Communication Plan to ensure effective communication with the project team and stakeholders regarding quality-related matters:

Communication Methods and Frequency: The Communication Plan will specify the various communication methods, such as meetings, newsletters, emails, and collaboration platforms, as well as the frequency of each type of communication.



Stakeholder Engagement: The plan will identify the key stakeholders, their communication needs, and the appropriate communication channels to be used for each stakeholder group.

Documentation and Reporting: All quality-related communications, such as meeting minutes, status updates, and issue escalations, will be documented and stored in the project's document management system.

By establishing robust document management procedures and implementing a structured communication plan, the COVE-WENDT project will ensure that quality-related information is effectively shared, documented, and accessible to all relevant parties throughout the project lifecycle.

9. Quality Auditing

9.1 Audit Planning and Scheduling

The COVE-WENDT project will plan and schedule both internal and external quality audits to verify the effectiveness of the quality management system and identify areas for improvement:

Audit Calendar: The project will develop an annual audit calendar that outlines the timing, scope, and objectives of each internal and external quality audit to be conducted.

Audit Scope and Criteria: The audit scope and criteria will be clearly defined for each audit, based on the requirements of the applicable quality standards and the project's quality management system.

Auditor Selection: The project will ensure the independence of the auditors by selecting qualified personnel who are not directly involved in the processes being audited.

9.2 Audit Procedures and Reporting

The COVE-WENDT project will use the following procedures for conducting and reporting on quality audits. These procedures are the same ones that partners use within their own ISO 9001 system:

Audit Procedure: The project will develop a detailed audit procedure that covers the key steps, including audit preparation, execution, reporting, and follow-up.

Audit Documentation: The project will utilize standardized templates and forms to document the audit findings, observations, and recommendations. This will ensure consistency and traceability in the audit process.

Audit Review and Approval: The audit reports will be reviewed and approved by the Quality Manager and the Project Manager. This will enable the timely implementation of any corrective or preventive actions identified during the audits.

Corrective and Preventive Action: The project will implement a formal process to track and monitor the implementation of corrective and preventive actions arising from the quality audits, ensuring that identified issues are resolved effectively.

By implementing a structured quality auditing program, the COVE-WENDT project will continuously assess the performance of its quality management system and drive ongoing improvements to ensure the consistent delivery of high-quality outputs and services.



10. Management Review

10.1 Management Review Process

The COVE-WENDT project will use a formal management review process to periodically evaluate the effectiveness of the quality management system and identify opportunities for improvement:

Review Procedure: The project will use a procedure for the management review process, which will outline the objectives, inputs, outputs, and frequency of the reviews.

Management Participation: The management review will be attended by the Project Manager, Quality Manager, and other key members of the project leadership team to ensure a comprehensive evaluation of the quality management system.

Review Agenda: The management review agenda will include, but not be limited to, the following topics:

- Results of internal or (is applicable) external quality audits;
- Feedback from stakeholders;
- Performance of the quality management processes;
- Status of corrective and preventive actions;
- Recommendations for improvement.

10.2 Management Review Records

The COVE-WENDT project will maintain detailed records of the management review process, which will include the following:

Review Meeting Minutes: The project will document the discussions, decisions, and action items resulting from the management review meetings.

Performance Metrics: The project will record the quality performance metrics and indicators reviewed during the management review process.

Improvement Initiatives: The records will capture any quality improvement initiatives or corrective actions identified during the management review, including the responsible parties and timelines for implementation.

The management review records will be kept in the project's document management system and will be accessible for future reference and auditing purposes. The project leadership will use these records to guide strategic decisions and plan for continuous quality improvement throughout the project lifecycle.

By implementing a structured management review process and maintaining comprehensive records, the COVE-WENDT project will ensure that the quality management system remains effective, relevant, and aligned with the project's objectives and stakeholder requirements.

11. Annexes

11.1 Reference Documents

The COVE-WENDT project's Quality Management Plan (QMP) has been developed with reference to the following key documents:

1. ISO 9001:2015 - Quality Management Systems - Requirements



2. Project Proposal - COVE-WENDT project proposal submitted to the funding agency
3. Grant Agreement - Contract between the project consortium and the funding agency

These reference documents are available in the project's document management system and can be accessed by the project team for consultation and review as needed.

11.2 Forms and Templates

The COVE-WENDT project will develop the following standardized forms and templates to be used within the quality management processes:

1. Quality Audit Checklist;
2. Nonconformity Report;
3. Corrective and Preventive Action Form;
4. Quality Review Meeting Agenda and Minutes Template;
5. Review Checklist;
6. Inspection and Testing Report.

These forms and templates will be designed to ensure consistency and efficiency in the documentation of quality-related activities and records. The project team members will be trained on the proper completion and usage of these documents to maintain the integrity of the quality management system.

All issued documents must respect the Visual Identity of ERASMUS+ Programme 2021-2027.



Cover page:

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