



Quality Management Plan

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1. Purpose

The purpose of this Quality Plan is to ensure all work is delivered safely, correctly, and without rework, using the First Time Right® methodology. It establishes the standards, controls, behaviours, and verification steps required to achieve predictable, defect-free outcomes across planning, execution, and close-out.

2. First Time Right® Principles

The Quality Plan is anchored in the core FTR principles:

1. Clarity before action - define what right looks like before work begins.
2. Defect prevention at the source - eliminate ambiguity, risk, and variation early.
3. Competence and confidence - ensure people are trained, briefed, and ready.
4. Verification as you go – self checks, peer checks, and in-process controls.
5. Escalate early - stop, fix, and realign rather than pushing defects downstream.
6. Learning that sticks - capture insights and strengthen the system each cycle.

These principles shape every requirement in this plan.

3. Scope

This Quality Plan applies to:

1. All shutdown, campaign, maintenance, and project activities.
2. All personnel performing, supervising, inspecting, or assuring work.
3. All phases of delivery: planning → readiness → execution → reinstatement → handover.

4. Roles and Responsibilities

4.1. Leadership

- Approve the Quality Plan and ensure early communication across the workforce.
- Provide resources, competent personnel, and decision support.
- Reinforce FTR behaviours and hold teams accountable.

4.2. Supervisors and Frontline Leaders

- Lead daily readiness checks and toolbox briefings.
- Ensure work is executed as planned and deviations are escalated.
- Verify that controls, isolations, and prerequisites are in place.

4.3. Inspectors and Quality Assurance and Quality Control

- Validate critical characteristics, hold points, and inspection steps.
- Confirm documentation, traceability, and evidence of conformance.
- Support defect prevention through coaching and early engagement.

4.4. Technicians and Trades

- Perform work in accordance with the approved workpacks and methods.
- Conduct self-checks and peer checks.
- Stop and escalate when conditions change or defects are identified.

5. FTR Aligned PDCA Workflow

5.1. PLAN - Define Right Before Work Begins

Planning must be completed early enough to allow communication, training, and readiness.

Requirements:

- Approved scope, drawings, specifications, and work instructions.
- Identification of critical steps, risks, and past failures.
- Materials, tools, permits, isolations, and access confirmed.
- Pre-job walkdowns completed.
- Quality controls embedded into the work pack.
- Team alignment on roles, responsibilities, and escalation paths.

Deliverables:

- Work Pack / ITP / JSA.
- Readiness Checklist.
- Pre-Start Briefing Material.
- Lessons Learned from previous cycles.

5.2. DO - Execute with Discipline and Control

Execution must follow the defined workpack and method with no unauthorised deviations.

Requirements:

- Toolbox briefings conducted and understood.
- Conditions for success maintained (cleanliness, lighting, access, environment).
- Self-checks and peer checks performed at each critical step.
- Hold points observed and signed off.
- Deviations escalated immediately.

Deliverables:

- Completed checklists.
- Inspection records.
- Photos / evidence of conformance.
- NCRs raised where required.

5.3. CHECK - Validate Conformance and Performance

Checking confirms the work meets the defined standard and is ready for the next phase.

Requirements:

- Verification of critical characteristics (torque, alignment, tolerances, cleanliness).
- Confirmation of reinstatement and isolation integrity.
- Review of delays, deviations, and surprises.
- Assessment of control effectiveness.

Deliverables:

- QA/QC sign-off.
- Reinstatement certificates.
- Punch list (if applicable).

- Handover documentation.

5.4. ACT - Strengthen the System

ACT ensures learning is captured and capability grows.

Requirements:

- Convert findings into actionable Lessons Learned.
- Update procedures, checklists, and readiness reviews.
- Recognise teams demonstrating FTR behaviours.
- Feed insights into future planning cycles.

Deliverables:

- Lessons Learned Register.
- Updated documentation.
- Improvement actions assigned and tracked.

6. Quality Controls & Assurance Activities

6.1 Pre-Execution Controls

- Work pack review.
- Material and tool verification.
- Competency checks.
- Pre-start briefings.

6.2 In-Process Controls

- Self-checks and peer checks.
- Hold points and witness points.
- Environmental and access controls.
- Real-time escalation.

6.3 Post-Execution Controls

- Final inspection.
- Reinstatement verification.



- Documentation completeness.
- Handover acceptance.

7. Documentation & Traceability

All quality evidence must be:

1. Accurate.
2. Legible.
3. Complete.
4. Stored in the designated system.
5. Available for audit and handover.

This includes ITPs, checklists, NCRs, photos, records, reinstatement sheets, and sign-offs.

8. Non-Conformance Management

When defects occur:

1. Stop the job.
2. Contain the issue.
3. Identify root cause.
4. Correct and verify.
5. Record and communicate.
6. Update controls to prevent recurrence.

FTR emphasises early escalation and rapid correction.

9. Communication & Workforce Engagement

1. Daily toolbox briefings.
2. Shift handover communication.
3. Visual management boards.
4. FTR coaching and reinforcement.
5. Recognition of First Time Right© performance.



10. Success Measures

Quality performance will be measured using:

- Rework rate.
- NCR trends.
- Inspection pass rate.
- Schedule adherence.
- Workforce readiness scores.
- Lessons Learned implemented.
- FTR maturity indicators.

11. Approval

This Quality Management Plan is approved for implementation and must be communicated to all personnel before work begins.