

## CASE STUDY: QMS FOR UK RETAIL BANK'S SMART CARD TEAM

### Organisation

The smart card solutions development team of a leading UK retail bank. The team comprised 120 people, 80% of whom were external contractors or consultants.

### Scenario

The organisation had no documented processes. This meant that the many external resources employed tended to follow their own process. The organisation had identified the need to develop a Quality Management System (QMS) to bring structure and control to the way they were working. However, they did not have the necessary skills to do this themselves.

### Approach

We were responsible for planning and managing the project and chose the following structured approach to develop the QMS:

- Gathered business requirements.
- Identified processes.
- Agreed process ownership.
- Designed the Quality Management System.
- Produced the Quality Manual.
- Documented the processes.
- Developed templates and supporting documents to facilitate implementation.
- Developed and delivered training and awareness sessions.
- Facilitated review meetings and workshops.
- Audited adherence to processes.

The organisation decided against ISO9001 certification at the time. However, the QMS was developed in-line with ISO9001 and TickIT to support future certification if required.

### Outcome

A fully-implemented Quality Management System and framework of processes and templates for managing the development of the team's software products.

A common approach to the way the products were developed.