



Performance Budgeting

Quality Management Plan

Version 1.0
October 13, 2009

Prepared for:
Commonwealth of Virginia
VA – 090724-PPC

Prepared by:



Record of Changes/Version History

Change/Version Number	Date of Change	Impacted Section/Description of Change	Person Entering Change
0.5 – Draft	09/28/2009	Submitted Draft	Faye Anson
0.8 - Final	10/06/2009	Submitted Final	Lee Hodges
1.0 – Final	10/13/2009	Approved Final	Lee Hodges

Quality Management Plan

The purpose of the Quality Management Plan is to provide an approach to ensure consistent, controlled and compliant Performance Budgeting (PB) program deliverables. This standard ensures that during the program all deliverables will be developed according to applicable process descriptions, standards, and procedures. The Quality Management Plan details the approach, activities, and deliverables to accomplish quality assurance of processes and work products for the Performance Budgeting Project. The project will also be subject to Independent Validation and Verification (IV&V) as specified in Section 6 of the Commonwealth of Virginia Information Technology Resource Management Project Management Standard (COV ITRM Standard CPM 112-02).

A. General Information

<i>Project Title:</i> <u>Performance Budgeting</u>	<i>Project Working Title:</i> <u>Performance Budgeting</u>
<i>Proponent Secretary:</i> <u>Ric Brown, Secretary of Finance</u>	<i>Proponent Agency:</i> <u>Department of Planning & Budget</u>
<i>Prepared by:</i> <u>Carole Clark</u>	<i>Date / Control Number:</i> <u>10/13/2009</u>

B. Definitions

<i>Terminology</i>	<i>Definition</i>
Inspection	A work product review, following defined procedures, by peers of the product's producers to identify defects and improvements.
Review	A process or meeting during which a work product is presented for comment and approval. A review is intended to be a formal activity with the approval authority for the activity/document.
Process Audit	An independent assessment of a process to assess compliance with specifications, standards, procedures, contractual agreements, or other objective criteria.
Quality Assurance (QA) Log	Documentation of completion of a scheduled quality assurance activity, such as review, inspection, or audit, and status of resultant action items.
Action Item	A unit in a list assigned to an individual or group for disposition; open items or issues to be corrected that result from inspections or reviews are documented as Action Items.
Corporate Quality Management (CQM)	Internal PPC function to ensure overall project quality.

C. QA Roles and Responsibilities

The table below lists the general roles and responsibilities related to key stakeholders in the QA process.

<i>Role</i>	<i>Responsibilities</i>
QA/Configuration Management (CM) Lead	<ul style="list-style-type: none"> • Create the PB Quality Management Plan • Execute and monitor the processes defined in the PB Quality Management Plan • Create the PB Quality Management Plan • Lead QA activities • Report non-compliance issues • Ensure non-compliance issue resolution • Involve relevant stakeholders in QA activities • Report on QA progress and activities • Establish and maintain records of QA activities
COVA Project Manager (PM)	<ul style="list-style-type: none"> • Receive, review, and accept the PB Quality Management Plan
PPC Project	<ul style="list-style-type: none"> • Receive and review the PB Quality Management Plan

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<i>Role</i>	<i>Responsibilities</i>
Manager	<ul style="list-style-type: none"> • Ensure implementation and understanding of quality processes • Participate in QA activities • Resolve non-compliance issues • Identify and report quality issues to the QA/CM Lead
PB Project Team	<ul style="list-style-type: none"> • Review the PB Quality Management Plan • Participate in QA activities • Assist Project Manager in resolving non-compliance issues • Identify and report quality issues to the QA/CM Lead

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D. QA Deliverables

<i>Work Product</i>	<i>Description</i>	<i>Schedule</i>	<i>Method of Delivery/Audience</i>
Quality Management Plan	This document	October 13, 2009	Formal Deliverable to PB Project Team
Quarterly Review Report	Review of all the Project Management Plans with a formal report that documents the findings and resulting actions	Quarterly as indicated on the PB Project Schedule	Formal Deliverable to PB Project Team
Bi-Weekly Status Report	Bi-Weekly report, which coincides with the Project Management Team meeting, that addresses overall project status and issues	Bi-Weekly	Formal Deliverable to the PB Project Team
Process Audit Report	Produced at the conclusion of each internal audit. Contains audit results and identifies non-compliance issues.	At the conclusion of each audit as scheduled by the PPC CQM and PPC Project Manager	PB Project Repository
Review Minutes	Documentation of scheduled reviews	At the conclusion of each review as scheduled by the QA/CM Lead and	PB Project Repository

<i>Work Product</i>	<i>Description</i>	<i>Schedule</i>	<i>Method of Delivery/Audience</i>
		PPC Project Manager	
Inspection Minutes	Documentation of scheduled inspections	At the conclusion of each inspection as scheduled by the QA/CM Lead and PPC Project Manager	PB Project Repository
QA Log	Entry for each planned QA activity; entries for identified defects and action items; updated as evidence that the activity was completed	At the conclusion of each inspection, review and process audit as scheduled by the Project QA/CM Lead and the PPC Project Manager	PB Project Repository
Project Management Review (QA Report)	Informs the PPC Project Manager of the status of QA activities	Reported in the Monthly Project Management Review (PMR) or at the request of the PPC Project Manager	Project Management Review presentation (PPC Corporate Quality Management activity)

E. Quality Assurance Resources

The primary QA resource is the QA/CM Lead for the Performance Budgeting Project. The QA/CM Lead is responsible for scheduling and ensuring performance of inspections and reviews, completion of action items, and production of QA reports.

The secondary QA resource is the PPC Corporate Quality Management (CQM) staff. Assigned CQM staff is responsible for participating in scheduled Project Management Reviews to objectively ensure compliance with applicable project and CQM standards as well as processes for Project Management artifacts.

The tertiary QA resource consists of all “non-people” resources utilized for quality management. This includes the PPC ISO 9001:2000-compliant Quality Management System (QMS). The QMS provides a library of guidelines for policies, procedures, templates, and checklists to support and enable development of quality products for all aspects of development.

F. QA Approach and Activities

When performing reviews and inspections, the PB Project Team will follow applicable procedures from the QMS Process Asset Library and as directed by the PPC Project Manager.

QA Approach

The PB QA approach will utilize inspections, reviews, and process audits to ensure process and product quality. The PB QA program will oversee all areas contained in the PB Project Management Plan and listed in the Configuration Management Control List, including hardware, software, and deliverables.

The PB QA program clarifies the difference between inspections (peer reviews) and reviews (work product approval):

- Inspections – commonly referred to as peer reviews, products will be reviewed for completeness, clarity, accuracy, and compliance with standards. This review is typically done at an interim point in the development of the deliverable.
- Reviews – this is the formal review for a deliverable, with the expectation that the deliverable is compliant with standards, has had an inspection to remove defects, and is ready for approval to be baselined as a configuration item and released.

QA Inspection Approach

Work product inspections will be utilized to ensure that key work product deliverables are clear, accurate, and complete. The goal is to detect and remove defects prior to finalizing work products. Inspectors will consist of individuals with expertise related to the work product under review. Inspections will occur as work products become available for review, and as scheduled in the Project Management schedule.

When conducting work product inspections, QA will utilize the CQM procedure for Peer Reviews/Deliverables (peer review component). This ensures that the process for the inspection is conducted consistently. Each product will be inspected against the applicable work product description as found in the QMS Process Asset Library or as directed by the PPC Project Manager. Inspection results will be documented in minutes from the inspection meeting, stored on the project SharePoint site, and logged in the QA Log, which is also available to the author of the work product. Defects resulting from the inspection will be documented and tracked to completion.

QA Review Approach

Work Product reviews will be utilized to ensure that key work product deliverables fulfill the applicable standards for the work product. The goal is to ensure compliance with applicable standards. Reviewers will consist of the author, QA/CM Lead, and the approver, at a minimum.

When conducting reviews, QA will utilize the CQM procedure for Peer Reviews/Deliverables (deliverable review component). This ensures that the process for the review is conducted consistently. Review results will be documented in minutes from the review meeting, stored in the PB Project Repository, and logged in the QA Log, which is also available to the author of the work product. Action items resulting from the inspection will be documented and tracked to completion.

QA Process Audit Approach

Process Audits will occur during the various Project Management Reviews. Audits will be conducted by a representative of the CQM group. The number, frequency, and duration of the audits are strategically designed to allow maximum visibility into the execution of the processes.

When performing the audit, the CQM Conduct Audit process will be used. The CQM auditor will examine work products, particularly the Project Management Plan and its subsidiary plans, and assess compliance with standards. The results of the audit are documented and communicated to the PB Project Manager and to CQM. Non-compliance issues are reported and resolved. The output from this activity is an audit report.

The general steps of the procedures are as follows:

1. Prepare and maintain audit schedule
2. Assign auditor to project
3. Prepare for audit
4. Conduct audit
5. Document audit findings
6. Prepare audit report
7. Resolve non-compliance issues and develop Corrective Action Plan
8. Escalate non-compliance issues
9. Monitor and report status of non-compliance issues and corrective actions
10. Analyze audit findings and trends

G. Project Level Quality Management

To fulfill its responsibilities at the project level, the CQM process addresses the following:

- Works with, and through, the PPC Project Manager and project QA/CM Lead to implement quality functions, address quality issues, and deploy process improvements (including development of a Quality Management Plan for the COVA Project).
- Works with the QA/CM Lead to perform process and product audits, verifying that processes are being performed according to their defined activities and work products conform to applicable specifications.
- Works with the QA/CM Lead to document and track issues and non-compliance issues identified during audits until they are resolved and closed; provides audit results to project personnel and corporate management.
- Works with the QA/CM Lead to closely monitor performance metrics to identify and address potential problems before they become issues or risks.
- Works with the COVA Project Manager to monitor customer satisfaction and address customer issues.