Sample Quality Plan Questions

The following are potential questions that agencies may wish to consider for inclusion in the Quality Plan or as questions for use in evaluating certain quality factors. Some questions may be relevant at the beginning of the project, while others may emerge as important later in the project life cycle. Project managers and sponsors should consider which questions best reflect their understanding of the quality factors and, in some cases, they may have difficulty reaching consensus on what answers constitute quality within the project. Finally, the project manager and sponsor may wish to discuss the importance of certain quality factors with the steering committee, a trusted advisor, or a trusted supplier.

Project managers and sponsors are also encouraged to ensure that the Quality plan has an identified owner, that it receives routine, formal attention (which should be incrproated inot the project plan) and that it is used with leadership to gauge project health and risk.

New Project	Standard / In-flight Project	Project Recovery
LEADERSHIP		
Leadership • Does the executive sponsor demonstrate his/her engagement and provide the right direction to the project? • Does the project steering committee have the right people, participation and regular cadence established to meet? • Is Contractor leadership being invited to steering committee meetings? • Is the State project manager and/or PMO empowered to make decisions (scope, timeline, resources)? • Is the State leadership aligned with Contractor leadership on project scope, timeline, resources, approach, project impact? • Are there alignment issues within the State leadership team? • Are the State process owners defined and engaged to provide design input and decisions? • How effective is the State and Contractor leadership team in managing internal and external stakeholder expectations? • Does the Contractor project leadership team have the right experience to deliver the project scope? • How well-defined are the roles and responsibilities of the Contractor leadership team? • Is the Contractor leadership team connecting and seeing eye-to-eye with their State counterparts? • Does the State and Contractor have the right relationships at key client levels to influence positive project outcome?	**Leadership** • Is the State sponsor informed of the project status on a regular basis? • Are alignment issues within the State leadership team being addressed? • Does the steering committee deal with tough issues and are the meetings action oriented? Are specific actions from steering committee meetings are being addressed? • Are there any significant State or Contractor leadership turnovers or vacancies impacting project progress? • Is the State PMO effectively governing the project? • Is there consensus with State and Contractor leadership on design, testing approach, timelines, deployment strategy, project impact? • Are the process owners connected amongst themselves in terms of goals/objectives and design; see eye to eye with Contractor process owners and providing the right business project knowledge to the project? • Is the Contractor project team aligned around achievement of State outcomes/impact? • Does the Contractor project team communicate State impact to the State and internal team members? • Are project schedule and upcoming activities communicated and are they well understood by all parties?	**Leadership** • Are there any alignment issues within the executive level (CEO, CFO, CIO as examples)? • Is the State adequately involved in the project? Is there a relationship that we can tap into to get some insight on State executives' perspective on issues? • What are the key issues that the State leadership sees? • What are the weaknesses in State leadership that need to be addressed either by changing the leadership structure or bolstering experience? • Are there any behavioral impacts from the leadership within the State or Contractor (emotional outbursts, disrespect)? • Is the State leadership on board with new go-forward approach? • How effective is the State leadership team in managing internal and external stakeholder expectations? • Are there any alignment issues within the leadership team? • Is the Contractor involved in discussions with the State? • What are the key issues that the Contractor leadership sees? • Has a new or modified leadership team – State or Contractor - been established for project execution? • Are the updates to supporting/enabling functions complete and prepared for project recovery?

Sample Quality Plan Questions

New Project	Standard / In-flight Project	Project Recovery
LEADERSHIP		
Impact Measurement - Leadership • Has the State defined success for the project? Is there State buy-in around financial and qualitative impacts of project? • What metrics will prove the State is able to conduct business the same as or better than before the project? • Has the State measured project baseline metrics, KPIs, or SLAs before implementation? • How well aligned is the project team around achievement of State impact? • Does the leadership team actively create and participate in the ecosystem to tackle issues and create new opportunities?	**Impact Measurement - Leadership** • Has the State defined success for the project? Is there State buy-in around financial and qualitative impacts of project? • What metrics will prove the State is able to conduct business the same as or better than before the project? • Has the State measured project baseline metrics, KPIs, or SLAs before implementation? • How well aligned is the project team around achievement of State impact? • Does the leadership team actively create and participate in the ecosystem to tackle issues and create new opportunities?	

Sample Quality Plan Questions

New Project	Standard / In-flight Project	Project Recovery
SOULITION and DELIVERABLES		

Solution and Deliverables

Definition and Scope

- Is the project scope well-defined and agreed upon, and is it aligned to State objectives/goals?
- Are there any changes to the scope or assumptions since the SOW was signed (Is the engagement scope documented in the Project Charter and aligned with SOW scope)?
- Are all scope changes well-documented with impact and resolution timeframes via change requests?
- Are the contract, SOW and Engagement letters signed and available for review?
- Are the approaches to fit-gap and development clear based on the solution type?
- If the scope includes a software/technology selection, how is the selection process being managed (criteria, involvement of experts, consideration of analysts reports, client stakeholder involvement and ultimately mapping to client's objectives/goals/value drivers)?

Deliverables

- Are the deliverable acceptance criteria well-defined in the Project Management Plan and agreed upon by the State and Contractor?
- Does the Project Management Plan have a well defined change control process for signed-off deliverables?
- Does the Requirements Traceability Matrix have the right level of traceability – requirements, disposition, test coverage, development objects, etc.?

Solution and Deliverables

Definition and Scope

- Are all changes to scope reflected in contract along with assumptions?
- Are all scope changes well-documented with impact and resolution timeframes via change requests?
- Are the approaches to fit-gap and development clear based on the solution type?
- Are the requirements clearly defined, aligned to project goals, measurable, testable and signed-off by all stakeholders?
- Are the impacts of changes in technical assumptions affecting risk or complexity of the project understood and documented?
- Is the data model qualified, competent and scalable?
- Has a proof of concept/prototype been conducted for the proposed product and its functionality?
- Have roles and responsibilities for data cleansing and conversion defined?
- Are manual workarounds being tracked and monitored?
- Is there a well-defined and documented scope for training and change management?

Deliverables

- Are deliverables well thought out in terms of completeness, addressing the issue at hand, providing the right solution?
- Is the client revisiting decisions that were made in approved deliverables?
- Are there any existing or projected delays in deliverable acceptance impacting project progress?
- Is the change control processes effective in managing changes to the signed-off deliverables?
- Is requirements traceability being maintained through phases?
- Are there significant gaps in the Requirements Traceability Matrix?
- Are there any areas of knowledge transfer that are not complete?

Solution and Deliverables

Definitiion and Scope

- What are the key scope items that are of concern either to State or Contractor leadership?
- What is the reasoning behind any scope issues — understanding of terminology, difference of opinion, not clearly documented in contract, key assumptions proving to be incorrect, undocumented scope changes?
- What are our options to resolve scope issues and what is the best alternate resolution path?

Deliverables

- Are there any missed or delayed deliverables? What is the plan to get them back on track?
- How are deliverables being verified to ensure that they meet quality standards?
- Is there any existing or projected delay in deliverable acceptance impacting project progress?
- What is the impact of the missed deliverable or sign-off on the project schedule and success?
- Have mitigation approaches been identified and implemented to handle delays in deliverable submission or sign-off?
- Does the State perceive the quality of the submitted deliverables to be acceptable?

Are quality review processes defined and followed for

functional and non-functional design documents?

Sample Quality Plan Questions

New Project	Standard / In-flight Project	Project Recovery
SOULITION and DELIVERABLES (CONTINUED)		
Solution and Deliverables (Continued)	**Solution and Deliverables (Continued)**	**Solution and Deliverables (Continued)**

Standard / In-flight Project — Solution and Deliverables (Continued):

Deliverables (cont)
- Are there well-structured and comprehensive interface documents that were received from interfacing organizations/systems?
- Are deliverables of acceptable quality upon submission to the State from the Contractor?
- Are quality review processes defined and followed for functional and non-functional design documents?

Organizational Environment

New Project:
Organizational Environment
- Does the project have an appropriate priority within the State organization?
- Is the project facing any resistance within the State organization?
- Have we incorporated lessons learned from similar successful projects?

Standard / In-flight Project:
Organizational Environment
- Are adoption issues within the State organization?
- Is the State taking ownership of the solution and deliverables?
- Have the supporters and detractors within the State organization been identified?
- Has the State undertaken any competing initiatives events diverting attention from the project?
- Is the State and Contractor meeting all contractual obligations in terms of payment, deliverables, resources?

Project Recovery:
Organizational Environment
- Are adoption issues within the State organization?
- Is the State taking ownership of the solution and deliverables?
- Has the State undertaken any competing initiatives events diverting attention from the project?
- Is the State and Contractor meeting all contractual obligations in terms of payment, deliverables, resources?

Complexities

New Project:
Complexities
- Are plans in place to mitigating the complexities — phased approach, bringing in industry expertise, reducing scope, adding resources with required skill sets?

Is there a well documented solution architecture (diagram that shows the different components — UI, middleware, security, etc.)? Does the team understand the architecture and speak to it?

Standard / In-flight Project:
Complexities
- Does the Contractor team have the required level of experience to implement the solution?
- Are any solution complexities that are software dependent?
- Are there any changes to the solution architecture since the last review, adding to complexity of the implementation?
- Are the complexities, associated risks and mitigation plans communicated to the State?
- Are appropriate mitigation approaches identified and approved by the State?
- Are complexities in architecture, development, and testing articulated and considered?
- Are chosen solution stacks and release versions proven?
- Are all dependencies fully synchronized and communicated?
- Have integrating systems been prepared for integration testing (test environments, data, coordination)?

Project Recovery:
Complexities
- Does the Contractor team have the required level of experience to implement the solution?
- Are any solution complexities software dependent?
- Are there any changes to the solution architecture since the last review, adding to complexity of the implementation?
- Are the complexities, associated risks and mitigation plans communicated to the State?
- Are appropriate mitigation approaches identified and approved by the State?
- Are complexities in architecture, development, and testing articulated and considered?
- Are chosen solution stacks and release versions proven?
- Are all dependencies fully synchronized and communicated?
- Have integrating systems been prepared for integration testing (test environments, data, coordination)?

Sample Quality Plan Questions

New Project	Standard / In-flight Project	Project Recovery
ESTIMATING and CONTRACTING		

Estimation, Planning, Timeline and Business Case

Estimation

- How realistic is the project schedule to deliver project scope?
- How accurate are the budget estimates (changes in resource levels) for the project?
- Are the financials being effectively monitored and controlled?
- Was appropriate time - including review meetings (e.g.,JAD, review sessions, etc.), estimated?

Plannning

- Has the Project Management Plan been defined and deployed?
- How comprehensive and detailed is the Work Plan? Does the work plan include tasks/work estimates, schedules, resources and dependencies based on the Method and scope of work (in MS Project)?
- Is there a well-defined processes to update the Work Plan on a regular basis?
- Are high priority/severity technical risks mitigated early (e.g., demonstrable prototypes created during early phases)
- Is the contingency approrpiate for the project?

Estimation, Planning, Timeline and Business Case

Estimation

- Are changes to project schedule reflected appropriately to address any scope changes?
- Is the budget tracking against estimates?
- Are go-forward estimates being actively maintained/updated based on lessons learned from past phases?
- Are the financials being effectively monitored and controlled?
- Are there any significant issues impacting project financials?
- If there is a need for redevelopment or retest, were new estimates established?

Planning

- Is the Work Plan actively maintained and updated including cross-thread dependencies?
- Is the Work Plan being followed by all teams (State and Contractor)?
- Is the team progressing towards completion of upcoming tasks in the Work Plan?
- Are there any significant changes to the plan since the last review?
- How are changes to Work Plan being communicated to all effected parties?
- Are high priority/severity technical risks mitigated early (e.g., demonstrable prototypes created during early phases)
- Do we have comprehensive approach and plan for training?
- Are the baselines and re-baselines established?

Estimation, Planning, Timeline and Business Case

Estimation

- Has the project pre-recovery baseline been established?
- Are the estimates established for the go-forward recovery work?
- Have the estimates been reviewed by SMEs?
- Has there been any change to the estimates since the recovery process started?
- Is there a new WBS structure to track progress from the point of recovery?
- Are the financials being effectively monitored and controlled?
- Are the true project costs being reported consistently, including sunk costs?
- Is the project within budget?

Planning

- How is the progress against project plan?
- Are there any significant changes to the plan since the last review?
- Is there a comprehensive approach and plan for training?
- Are the baselines and re-baselines established?

Sample Quality Plan Questions

New Project	Standard / In-flight Project	Project Recovery
ESTIMATING and CONTRACTING (CONTINUED)		
Estimation, Planning, Timeline and Business Case (Cont.) *Timeline* • How realistic is the project timeline to accomplish project scope? • How does the project timeline compare to that of similar successful projects? • Does the timeline take into account State blackout periods (quarter, year end close activities, holidays, etc.) • Were dependencies on other system go-live dates evaluated? • Are there mitigation strategies planned for common timeline delays such as project staffing and onboarding, dependencies on other system releases/schedule, gaps on deliverables, unmet exit criteria for design, development, and testing? • Is there an effective process to monitor and report on contingency usage? *Business Case* • Have the key benefits/impacts from the business case been defined (what is the value to the client)? • Does the business case line up with current industry issues? • Are appropriate metrics are in place to measure the business case impact?	**Estimation, Planning, Timeline and Business Case (Cont.)** *Timeline* • How does the timeline compare to the original estimate? • Has there been any change to the timeline and/or scope? • Is the project within schedule and budget? • Are there any issues preventing the start or completion of a project phase per schedule? • Are there mitigation strategies planned for common timeline delays? • Is there an effective process to monitor and report on contingency usage? *Business Case* • Are the requirements in line with the business case? • How are metrics being tracked and reported on? • Is the project making progress towards the business case/project goals? • What are the key gaps to realizing the business case? *Contingency* • Has any portion of the contingency been used and, if so, have appropriate mitigation efforts been identified to prevent further usage? • Are there any significant changes to project reserves? • Are there appropriate contingencies (cycles, timeline, resources) for system, integration and user acceptance tests?	**Estimation, Planning, Timeline and Business Case (Cont.)** *Timeline* • How is the timeline and/or scope changes impact staffing and cost? • Has there been any change to the timeline and/or scope since last review? • What mitigation efforts are in place and how effective are they prevent schedule slippage? *Business Case* • Is the project making progress towards the business case/project goals? • What are the key gaps realizing the business case? *Contingency* • Has any portion of the contingency been used? Does the rationale for usage make sense? • Have appropriate mitigation efforts been identified to prevent further usage?

Sample Quality Plan Questions

New Project	Standard / In-flight Project	Project Recovery
STAFFING and TALENT		
Staffing • Is the project – both State and Contractor roles - adequately staffed? • Are the roles and responsibilities of each team well-defined? • Do the team members have the necessary skills and experience? • Does the State team have defined and engaged process owners? • Do Contractor teams have the requisite experience and skill to deliver the scope	**Staffing** • Are there any significant changes to the staffing model since the last review? • Are the roles and responsibilities of team members well defined? • Is there an experienced solution architect in place? • Is the level of experience and skills of all team members appropriate for their role? Do the resources meet technical qualifications? • Are there any significant challenges with the team impacting project progress (e.g., attrition, key open positions)? • Are there any challenges with team morale? • Is there a need to rotate any resources (they have been on the project for a long time, burn out, etc.)? • Is the working relationship between the State team and Contractor team positive? • Is the State meeting their contractual obligations with respect to staffing? • Do the State team members have the necessary skills and experience? • Are the State process owners performing and delivering at an acceptable level? • Is the State technical team delivering and managing to schedule? • Does the State team have sufficient knowledge, training and readiness to manage new solution?	**Staffing** • Has the recovery staffing plan been developed? • Are there any immediate key staffing changes identified as part of the recovery process? Are they complete? • Is there required level of industry/process specific knowledge on the Contractor team? • Is the core Contractor and State team on-board with the recovery process? • Are there any critical resources that have lost credibility with the State and need to be replaced? • Are there any significant challenges with the Contractor team impacting project progress? • Are the utilization, performance and goal of the recovery process been clearly communicated to the project team? • Are the State resources assigned to multiple assignments/projects and cannot meet deadlines? • Is the State team tracking their work (contractually obligated)? • Is the State team onboard with the recovery process? • Do the State team members have the necessary skills and experience? • Is the State meeting their contractual obligations with respect to staffing? • Are there any existing or projected delays in State owned tasks that may impact project progress? • Are there any performance related issues with of the sub-contractor/vendor/3rd party team impacting project quality/timeline? • Are there any key challenges with the sub-contractor/vendor/Third-party teams?
Talent • Has the project leadership defined a common team goal around work-life fit and flexibility/predictability? • Is the project leadership team modeling positive work-life fit behaviors and providing opportunities for about work-life fit? • Has the team appropriately adopted flexible and predictable practices (e.g., core working hours, e-mail norms, coverage)?	**Talent** • Has the project leadership defined a common team goal around work-life fit and flexibility/predictability? • Is the project leadership team modeling positive work-life fit behaviors and providing opportunities for work-life fit? • Has the team appropriately adopted flexible and predictable practices (e.g., core working hours, e-mail norms, coverage)?	

Sample Quality Plan Questions

New Project	Standard / In-flight Project	Project Recovery
MONITOR and CONTROL		
Monitor and Control *PMO* • Is the scope of the PMO well-defined and documented in the Project Management Plan? • Is the PMO adequately staffed for the size of the project? • What measures are defined in Project Management Plan to track and report project status? • Is a recommended project management tool being used? • Are there well-defined process to track, monitor and report on performance SLAs? Are they being followed by Deloitte, Client, vendor and 3rd party teams?	**Monitor and Control** *PMO* • Is the PMO providing continuing oversight to the project? • Is cadence for project status tracking and reporting appropriate? • Is the status representation (red, green, yellow) defined, understood and consistently followed? • Are the action items from PMO meetings being addressed effectively? • Is the PMO considering project/team culture when implementing processes? • Is there a well established Service Delivery Goveranance structure (e.g, Steering Committee, Portfolio Management (demand/capacity management and prioritization) Change Review Board? • Are there well-defined process to track, monitor and report on performance SLAs? Are they being followed by Deloitte, Client, vendor and 3rd party teams?	**Monitor and Control** *PMO* • How would you rate the effectiveness of the PMO in providing project oversight? • What measures are in place to track and report project status? • Are the project management processes and artifacts from relevant recovery projects being used effectively?
Communication • Has the communication approach/strategy been identified? • Is there a clear, documented and agreed-upon communication plan? • Are the necessary tools and processes required for effective communication in place?	*Communication* • Are there regularly scheduled meetings within and between State/Contractor teams. • Is the Contractor communicating upcoming milestones, deliverables, tasks at the project and team levels? • Is the Contractor communicating to external stakeholders in advance so that they can meet project timelines? • Is there a well-defined sponsor communication plan? Is it being followed?	*Communication* • Is there an established recovery communication plan to provide ongoing status updates to firm leadership (Sector, Service Line, QRM leadership) on project milestones, deliverables, financials, metrics etc.? • How effective is the communication between Contractor and the State? • Is there a well-defined sponsor communication plan? Is it being followed?

Sample Quality Plan Questions

New Project	Standard / In-flight Project	Project Recovery
MONITOR and CONTROL (CONTINUED)		
Monitor and Control (Continued) *Change Control, Decision and Issue Managment* • Is there a well-defined and agreed-upon change control process? • Is there a well-defined and documented process for assigning, escalating and resolving issues? • Is there a well-defined and documented process for making and escalating decisions? • Is there a centralized tool to track open issues and key project decisions?	**Monitor and Control (Continued)** *Change Control* • Is the team demonstrating a consistent adoption of change control processes? • Do changes go through proper impact analysis, review and approval process? • Are there any significant change control issues or disputes? • Are all change orders/contract amendments signed off? • Are there any significant changes in scope since the last review and how are they being handled? • Are there changes to technical assumptions that might impact risk and complexity of the project? *Decision and Issue Management* • Are there key open issues/risks and/or key pending decisions that may have significant impact? • Is the issue/risk management process effective in identifying, escalating and resolving issues/risks? • Is the State in making timely decisions? • Is the project leadership highlighting the issues/risks and appropriate mitigation strategies to the client? • Are the risks and issues being identified proactively at all levels in the project? • Are there any business/technical issues that will materially impact out contractual commitments? • Are pending issues/risks/decisions that will strategically impact the State/project being communicated to State executive leadership/sponsor? • Are the risks and issues being highlighted to the State's leadership in a timely manner? • Have appropriate mitigation strategies been identified and communicated? • Is there a well-defined process to grant the access to documents, artifacts, work objects, and modules? Is it being followed?	**Monitor and Control (Continued)** Change Control • Are there any significant change control issues or disputes? • Are all change orders/contract amendments signed off? • Is there any work performed outside of signed contract/approved orders? *Decision and Issue Management* • How effective is the issue/risk management process in identifying, escalating and resolving issues/risks? • What are the key issues on the project, impact and resolution? • What are the key open decisions and their impact on the project? • What are the key risks on the project, potential impact and resolution? • How effective is the project leadership in highlighting the issues/risks and appropriate mitigation strategies to the client? • Are the risks and issues being highlighted to the State's leadership in a timely manner? • Have appropriate mitigation strategies been identified and communicated? • Is there a well-defined process to grant the access to documents, artifacts, work objects, and modules? Is it being followed?

Sample Quality Plan Questions

New Project	Standard / In-flight Project	Project Recovery
MONITOR and CONTROL (CONTINUED)		
Monitor and Control (Continued)	**Monitor and Control (Continued)**	**Monitor and Control (Continued)**
	Document and Configuration Management	*Documentation and Configuraiton Management*
	• Is there a well-defined and documented and agreed-upon process for configuration management (e.g., versioning, check-in frequency, deliverable reviews)?	• Is the project team following the document management process and policies?
	• Are the software configuration changes propagated through the environments?	
	• Are the configuration changes being reviewed, discussed and tested?	
	• Is the project team following the document management process and policies?	
	• Are code management — branching and merging strategies defined?	
Contract Management	*Contract Management*	*Contract Management*
• Is the Contract documentation complete in a centralized repository?	• Is the Contractor meeting contractual obligations and performance?	• Are the appropriate signed agreements in place for services delivered to the State?
• Has the State and Contractor reviewed contractual obligations (roles/responsibilities, deliverables, assumptions, payments, etc.)?	• Is the State paying as per contractual requirements/schedule?	• Are the necessary independence clearances obtained for any sub-contractors, vendors, or third-parties?
	• Is the project at risk of liquidated damages or other penalties?	• Is the Contractor meeting contractual obligations and performance?
	• Are there any service level penalties impacting project financials?	• Is the project team sending appropriate notifications/correspondence to State or subcontractors of their failures to meet their commitments?
		• Is the State paying as per contractual requirements/schedule?
		• Is the project at risk of liquidated damages or other penalties?
		• Are there any service level penalties impacting project financials?

Sample Quality Plan Questions

New Project	Standard / In-flight Project	Project Recovery
APPROACH		

Approach

Methodology

- Is there a comprehensive approach and plan to conduct and obtain approval on requirements?
- Is there a comprehensive approach and plan to conduct and obtain client approval on design?
- Is there a specific approach to conduct software development?

Operaitonal Tools and Infrastructure

- Is the environment plan documented and communicated?
- Are the environment refreshes planned well in advance?
- Are there any data restrictions (cloud or non-cloud) that will impact the ability to test the system (for example: PII information needs to be masked within a public cloud — does it impact testing)?
- Are the tools required to develop training material in place (procured, installed, configured)?

Approach

Methodology

- Are the requirements signed-off? Are there any high priority requirements still being reviewed?
- Are the design specifications comprehensive, in scope and can they be implemented?
- Is the Contractor consistently following design standards?
- Are usability measures taken into account during system design (will the design result in a system that is easy to learn and use)?
- Are there any issues preventing the start or completion of design per project schedule?

Operational Tools and Infrastructure

- Is performance of various environments adequate?
- Is load balancing in place?
- Are the cutover plan and back out procedures defined? Are there any foreseen challenges for cutover?
- Is the disaster recovery plan defined?
- Has the project team performance tested on production servers?
- Is the deployment schedule finalized and socialized with stakeholders?
- Is the process for transition to State agreed upon and being followed?
- How is the Contractor handling final hand-off to the State?
- What are the key lessons learned from the project?
- Are the processes, tools established and validated for go-live/post-go-live operations (e.g, war rooms and help-desk)
- Are the release management processes (e.g., maintenance builds, emergency releases) defined/agreed-upon with the State?
- Is the cutover (implementation) plan and back out procedures defined? Are there any foreseen challenges for cutover?
- Is the disaster recovery plan defined?
- Are the State technical environments planned for?
- Are the processes, tools established and validated for go-live/post-go-live operations (e.g, war rooms and help-desk)?
- Are the release management processes defined and agreed-upon with the client?

Approach

Methodology

- What are the key issues identified that led to the current state as part of the project post-mortem?
- What will exist at the end of this project in terms of capabilities? How can it be measured?
- Are there indicators of improvement and measurement to measure success of the new project state?
- Are the requirements signed-off? Are there any high priority requirements still being reviewed?
- What are the key design challenges? What is the plan to address them?
- Are the design specifications comprehensive, in scope and can they be implemented?
- Are usability measures taken into account during system design?
- Are regulatory requirements being incorporated?
- Are there any issues preventing the start or completion of design per project schedule?
- Are there any issues related to data conversion?
- Are there any issues related to performance testing or performance test results?
- Are there issues related to security/vulnerability testing?

Operational Tools and Infrastructure

- How is performance of various environments (development, test, training)?
- What are the key components for cutover planning?
- Has the project team tested the infrastructure for performance, access from outside the network (if applicable), printing of classified information?
- Have we tested for performance on production servers? What performance testing tools have we used to execute performance testing?
- Is the deployment schedule finalized and socialized with stakeholders?

Sample Quality Plan Questions

New Project	Standard / In-flight Project	Project Recovery
APPROACH (CONTINUED)		
Approach (Continued) *Verification and Validation* • Does the project have a defined and approved strategy and approach for testing — unit, string, integration, UAT, performance and readiness? • Is there a documented approach for data? • Is there a documented approach for data archival? • Is the data model communicated and understood by all developers? • Is the integration approach documented and communicated? • Is the TO-BE integration diagram documented and communicated to all developers? • Is the functional design definition and review process in place to address each requirement? Are the appropriate/necessary toolsin place to be effective at testing the performance of the solution?	**Approach (Continued)** *Verification and Validation* • Have the test scripts and test cases created for each phase of testing? • Are the test scripts/data comprehensive and have they been approved by the client? • Are there any significant changes to testing approach? • Are the State users and Contractor team aware of testing schedules and expectations? • Are the test scripts/data comprehensive and have they been approved by the State? • Are all the required types of testing being performed (regression testing, negative testing)? • Are there well-defined test acceptance criteria for each type of testing? • Is the defect management and reporting process effective? • Are there significant fall outs in mock data conversion? • Is data converted from legacy systems being used in testing? • Are there any concerns for cutover in terms of the timing of data conversion? • Are interface errors being tracked and resolved? • Is a batch interface schedule in-place? • Are there specific test cases to address executive level testing? Mobile testing? • Is the functional design definition and review process in place to address each requirement? • Are the quality review processes and owners defined for design, code reviews? • Are the process for testing verification and validation well-defined? • Are the technical issues assessed for upstream and downstream impacts? • Are SMEs from the tech team involved during final review of design and development?	**Approach (Continued)** *Verification and Validation* • Are there any compliance issues with meeting performance SLAs? • Are all the required types of testing being performed (regression testing, functional) before maintenance builds? • Is there an adequate regression testing suite to test core functionality before releases? • What are the results of mock data conversion (what are the significant fallouts)? • What are the timings of data conversion — any concerns for cutover (in terms of timings)? • How are interface errors being tracked and resolved? • How effective is the defect management and reporting process?

Sample Quality Plan Questions

New Project	Standard / In-flight Project	Project Recovery
STANDARDS, CONFIDENTIAL INFORMATION		

Standards
 	
• What is the primary method being used on the project?
• Is one of Contractor's project management tools or State comparable tools used ?
• Was the approved template followed for the following deliverables?
  – Project Management Plan
  – Project Master Plan
  – Project Work Plan
  – Requirements Management Plan
  – Test Strategy
• Is the approved code or configuration plan defined and deployed? If so, was the approved KID template followed?
• Are the project health metrics available for review?
• Is the project maintaining traceability between requirements and design, development and testing artifacts?
 	
What solution is used for code and configuration management?
	Standards
	
	• What is the primary method being used on the project?
	• Is one of Contractor's project management tools or State comparable tools used ?
	• Was the approved template followed for the following deliverables?
	  – Project Management Plan
	  – Project Master Plan
	  – Project Work Plan
	  – Requirements Management Plan
	  – Test Strategy
	• Is the approved code or configuration plan defined and deployed? If so, was the approved KID template followed?
	• Are the project health metrics available for review?
	• Is the project maintaining traceability between requirements and design, development and testing artifacts?
	
	What solution is used for code and configuration management?
		Standards
		
		• What is the primary method being used on the project?
		• Is one of Contractor's project management tools or State comparable tools used ?
		• Was the approved template followed for the following deliverables?
		  – Project Management Plan
		  – Project Master Plan
		  – Project Work Plan
		  – Requirements Management Plan
		  – Test Strategy
		• Is the approved code or configuration plan defined and deployed? If so, was the approved KID template followed?
		• Are the project health metrics available for review?
		• Is the project maintaining traceability between requirements and design, development and testing artifacts?
		
		What solution is used for code and configuration management?

Confidential Information • Does the data manager fully understand their role? • Are onboarding procedures in place to provide guidance and training around data protection prior to providing access to high risk data? • Is the data manager role established and are they executing the Confidential Information Management Plan (CIMP)? • Has the infrastructure been set up to provide appropriate data security of client confidential information? • Have the Contractor resources been provisioned to only provide resources access to the appropriate amount of client confidential information needed to complete project deliverables and tasks?	**Confidential Information** • Are the procedures in the data management plan being followed? • Has the data management plan been updated to accurately reflect current processes and procedures around high risk data management? • Is the data manager tracking compliance with the data management plan? How is compliance with the data management plan being monitored? • Do all users that have access to client confidential information have a business need to use it? Are there any users who have access to more client confidential information than they need? • Are onboarding and off-boarding procedures in place and being followed?	**Confidential Information** • Are the procedures in the data management plan being followed? • Has the data management plan been updated to accurately reflect current processes and procedures around high risk data management? • Is the data manager tracking compliance with the data management plan? How is compliance with the data management plan being monitored? • Do all users that have access to client confidential information have a business need to use it? Are there any users who have access to more client confidential information than they need? • Are onboarding and off-boarding procedures in place and being followed?