**COMMONWEALTH OF VIRGINIA**



**<Name> Program
Program Governance and Quality Management (GQM) Plan**

**<Date>**

**Virginia Information Technologies Agency (VITA)**

**Program Governance and Quality Management Plan Template v1**

#### Publication Version Control

| **Version** | **Control No.** | **Date** | **Revision Description** | **Prepared By:** |
| --- | --- | --- | --- | --- |
| Program Governance and Quality Management (GQM) Plan\_v1 |  | <Date> | First draft  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

TABLE OF CONTENTS

[1. Document Change Control 3](#_Toc366164483)

[2. Related Documentation 3](#_Toc366164484)

[3. Introduction 4](#_Toc366164485)

[4. Program Governance Goals 4](#_Toc366164486)

[5. Program Governance and Oversight Structure 4](#_Toc366164487)

[6. Program Quality Control Process 5](#_Toc366164488)

[7. Metrics Collection and Action Plans 6](#_Toc366164489)

[8. Approvals 12](#_Toc366164490)

[9. Appendices 13](#_Toc366164491)

# Document Change Control

After this document is accepted by the Program Management Office (PMO), the approved version is the baseline. All baseline version document changes will be based on an approved change control procedure, as outlined in the Program Change and Configuration Management Plan.

A Change Control Process will be implemented to record significant changes within this document. Significant changes are those that will change the course of the Program and have an impact on the Program’s documented plans and approach.

The updated Change Control Log will be routed to the signatories for acknowledgement and approval. If all signatories attend an oversight committee forum, Program Governance and Quality Management Plan Change Log approvals can occur there, and recorded in the minutes.

Once approved, the changes will be recorded in the Program Governance and Quality Management Plan Change Control Log in the Appendix and a summary line will be added to the Publication Version Control table in the front of this plan.

# Related Documentation

Related documents include Program-specific documentation, Commonwealth of Virginia standards, policies, guidelines, strategic plans, and industry best practices.

## Applicable Program-Related Documents

Applicable documents are those documents related to the Program. The specified parts of the applicable documents carry the same weight as if they were stated within the body of this document. The following documents are applicable to the Program.

* Program Governance and Quality Management Plan
* Program Communications Management Plan
* Program Post Implementation Review Plan
* Program Risks and Issues Management Plan
* Program Resource Management Plan
* Program Financial Management Plan
* Program Procurement Management Plan
* Program Change and Configuration Management Plan
* Program Architecture Plan
* Program Organizational Change Management Plan
* Program Implementation and Transition to Operations Management Plan

## Applicable Standards, Policies, Guidelines, and Strategic Plans

* Information Technology Resources Management (ITRM) Information Technology Investment Management (ITIM) Standard CPM 516-01
* Glossary of Terms and Acronyms
* ITRM Project Management Standard
* ITRM Program Management Standard
* ITRM Project Manager Selection Criteria
* Chief Information Officer (CIO) and Agency Strategic Plans

## Applicable Industry Sources

* Gartner, Inc.
* Project Management Institute

# Introduction

Explanation: Include a brief overview of the Program Governance Management Plan. If a separate Program Governance Management Plan is not needed, include the appropriate text in the Program Management Plan.

# Program Governance Goals

Explanation: Include a brief overview of Program Governance goals. Explain how those goals will be met.

# Program Governance and Oversight Structure

Explanation: Elaborate on the program governance and oversight structure initially identified in 13.4 of the Program Charter. In addition, elaborate on the Governance-level responsibilities in 13.4.2 of the Program Charter.

## The Program Oversight Committee

Explanation: Describe the Program Oversight Committee’s role and list the Committee members.

## Project Management Division (PMD) Analysts

Explanation: Describe the PMD Analysts’ role and list their names.

## Mandatory Independent Verification and Validation Reviews

Explanation: Describe the intent and purpose of IV&V Reviews, including how often they will be conducted throughout the Program lifecycle, what criteria will be used in their judgments, and a proposed schedule for the reviews.

## Auditor of Public Accounts (APA) Audits

Explanation: Describe the purpose/role of APA Audits, including when information should be provided for APA review.

## Federal Audits

Explanation: Describe the purpose/role of federal audits, including when information should be provided for federal review.

## Reports to the General Assembly (GA)

Explanation: Describe the requirement for reporting Program progress reports to the Commonwealth General Assembly (GA), including any specific language used by the GA in mandating these reports. The Program may have General Assembly requirements.

# Program Quality Management

Explanation: Provide a brief overview of the purpose and nature of the Program Quality Control Process. Even though the overall quality process appears “waterfall-like” there is no intention to associate all Project activity in this manner. As long as there is a documented quality control approach tied to Projects’ development methodology and senior leadership approves the approach(es), then quality control can be assured.

## Phase Gate Reviews

Explanation: Elaborate on the phase gate reviews information from 13.4.1 of the Program Charter to approve the Program going from one phase to the next phase. The Phase Gate schedule will be included in this section.

## Program Quality Planning

Explanation: Include a description of how Program and Component Project Plans will be reviewed, how expectations for the plans’ content will be set, and provides information about how Component Projects should report their progress throughout their lifecycles. Output of this activity should be:

* Program quality policy
* Program quality standards
* Program quality estimates of cost
* Quality metrics (see: 7. Program Management Planning Phase Guideline),
* Service level agreements, or memorandums of understanding
* Quality checklists, and
* Quality assurance and control specifications

## Requirements

Explanation: Describe the Program-level business requirements and objectives for each Project, the purpose and content of the Requirements Traceability Matrix (RTM), and the process for submitting business requirements or RTM changes. Identify what tool and how it will be used to manage requirements traceability from the highest level, i.e. ISO or Federal level, to the component project or work level.

Requirements should include how it will be observed, the quality standard, methodology for measuring, and success criteria.

## Design, Development, and Configuration

Explanation: Describe the purpose of reviewing the design, development, and configuration elements of the Program deliverables and the process and format for conducting such reviews.

## Program Assurance

Please identify how the Program Oversight Committee will manage quality assurance (QA):

* QA audit findings, including IV&V
* QA standards reports, and
* QA change requests

## Quality Control

Explain how the program management team will manage:

* Quality change requests
* QC completed checklists, and inspection reports, and
* Quality test reports or measurement results, and
* Customer satisfaction surveys.

### Testing

Explanation: Describe the test plan and test case requirements for each Project or component.

# Metrics Collection and Action Plans

Explanation: Outline specific criteria for metrics in each of the lifecycle phases. These metrics include review of the Program and Component Project Plans, review of the criteria and timeline for the RTM, capture design, development, and configuration metrics, measure the criteria and timeline for Component Projects’ Test Plans, and capture Program Implementation deliverables metrics. The below metrics are examples only and should be used to kick-start the metrics effort.

### Example of Metrics

| **Performance Measure** | **Green** | **Yellow** | **Red** |
| --- | --- | --- | --- |
| Total Number of Plans (artifacts)Total Number of Baselined DocumentsTotal Number of Plans to be Baselined | 100% of required plans are baselined.**Action: do nothing** | 90 – 99% of required plans are baselined.**Action: develop monitoring action plans to ensure required plans are baselined** | Less than 90% of required plans are baselined.**Action: launch initiatives and/or acquire additional resources to ensure required plans are baselined** |
| Total Number of Planned Start Dates = Actual Start Dates | 100% on Planned Start Dates = Actual Start Dates**Action: do nothing** | Greater than 90% but less than 100% Planned Start Dates = Actual Start Dates**Action: develop monitoring and controlling action plans to ensure Program stays on track.** | Less than 90% Planned Start Dates = Actual Start Dates**Action: investigate source(s) of delays. May need to re-baseline.** |
| Total Number of Planned Finish Dates = Actual Finish Dates | 100% on Planned Finish Dates = Actual Finish Dates**Action: do nothing** | Greater than 90% but less than 100% Planned Finish Dates = Actual Finish Dates**Action: develop monitoring and controlling action plans to ensure Program stays on track.** | Less than 90% Planned Finish Dates = Actual Finish Dates**Action: investigate source(s) of delays. May need to re-baseline.** |
| Process MetricsAll Program milestones and deliverables expected from the Program are present.All inter-dependent Program / Component Project milestones and deliverables, along with completion dates are present in the Program schedule. Work effort and resources are assigned to all tasks.Program status is updated weekly using Program-supplied template.The SPI at the Component Project level and for the tasks being worked in the particular reporting period are being monitored and efforts are underway to maintain the optimal value.  | 100% “Yes”**Action: do nothing** | Greater than 90% but less than 100% “Yes”**Action: Are exceptions noted, if any? If yes, ensure they are documented and do not count towards the 100% goal. Otherwise, begin monitoring and controlling efforts.**  | Less than 90% “Yes”**Action: Are exceptions noted, if any? If yes, ensure they are documented and do not count towards the 100% Yes goal. Otherwise, launch investigations and conduct a series of meetings to complete the necessary work.**  |

### Requirements

| **Performance Measure** | **Green** | **Yellow** | **Red** |
| --- | --- | --- | --- |
| Total Number of Baselined RequirementsTotal Number of Added RequirementsTotal Number of Changed RequirementsTotal Number of Deleted Requirements | 0% of total requirements have been added or changed.**Action: do nothing** | More than 0% and less than 25% of total requirements have been added or changed.**Action: assess impact to cost and schedule; may need to rebaseline Program or Component Projects** | More than 25% of total requirements have been added or changed. **Action: assess impact to cost and schedule; rebaseline schedule, and launch meeting series with Component Projects who met this criteria to conduct an in-depth requirements**  |
| Process MetricsAll Program-level business requirements are accounted for in the Requirements Traceability Matrix (RTM)The RTM was approved by the business Subject Matter Experts (SMEs) | 100% “Yes”**Action: do nothing** | Greater than 90% but less than 100% “Yes”**Action: Are exceptions noted, if any? If yes, ensure they are documented and do not count towards the 100% goal. Otherwise, begin monitoring and controlling efforts.**  | Less than 90% “Yes”**Action: Are exceptions noted, if any? If yes, ensure they are documented and do not count towards the 100% Yes goal. Otherwise, launch investigations and conduct a series of meetings to complete the necessary work.**  |

### Design, Development, and Configuration Metrics

| **Performance Measure** | **Green** | **Yellow** | **Red** |
| --- | --- | --- | --- |
| Total Number of Peer Reviews PlannedTotal Number of Peer Reviews ConductedTotal Number of Peer Reviews Outstanding | Trending Week to Week towards completion**Action: do nothing** | Trend towards completion shows inactivity for two weeks.**Action: assess need for peer reviews, assess issue(s) preventing peer reviews from occurring, and put appropriate action plans in place.**  | Trend towards closure shows inactivity for more than two weeks. **Action: assess need for peer reviews, assess issue(s) preventing peer reviews from occurring, put appropriate action plans in place, and consider re-baselining.** |
| Total Number of Peer Review Defects DetectedTotal Number of Peer Review Defects ClosedTotal Number of Peer Review Defects Open | Trending Week to Week towards closure**Action: do nothing** | Trend towards closure shows inactivity for two weeks.**Action: assess issue(s) preventing closure and put appropriate action plans in place.**  | Trend towards closure shows inactivity for more than two weeks. **Action: assess issue(s) preventing closure, put appropriate action plans in place, and consider re-baselining.** |
| Process MetricAre all design elements tied to requirement(s) within the RTM? | 100% of all design elements are tied to the RTM (“Yes”)**Action: do nothing** | Greater than 90% but less than 100% tie to the RTM (“Yes”)**Action: Are exceptions noted, if any? If yes, ensure they are documented and do not count towards the 100% goal. Otherwise, begin monitoring and controlling efforts.**  | Less than 90% of design elements tie to the RTM (“Yes”)**Action: Are exceptions noted, if any? If yes, ensure they are documented and do not count towards the 100% Yes goal. Otherwise, launch investigations and conduct a series of meetings to complete the necessary work.**  |

### Testing Metrics

| **Performance Measure** | **Green** | **Yellow** | **Red** |
| --- | --- | --- | --- |
| Unit TestingTotal Number of Test CasesTotal Number of Test Cases PassedTotal Number of Test Cases Failed. | Trending Week to Week towards all test cases passing.**Action: do nothing** | Trend towards passing shows inactivity for two weeks.**Action: assess issue(s) preventing passing and put appropriate action plans in place.**  | Trend towards passing shows inactivity for more than two weeks. **Action: assess issue(s) preventing passing, put appropriate action plans in place, and consider re-baselining.** |
| System Integration Testing (SIT)Total Number of Test CasesTotal Number of Test Cases PassedTotal Number of Test Cases Failed. | Trending Week to Week towards all test cases passing.**Action: do nothing** | Trend towards passing shows inactivity for two weeks.**Action: assess issue(s) preventing passing and put appropriate action plans in place.**  | Trend towards passing shows inactivity for more than two weeks. **Action: assess issue(s) preventing passing, put appropriate action plans in place, and consider re-baselining.** |
| User Acceptance Testing (UAT)Total Number of Test CasesTotal Number of Test Cases PassedTotal Number of Test Cases Failed. | Trending Week to Week towards all test cases passing.**Action: do nothing** | Trend towards passing shows inactivity for two weeks.**Action: assess issue(s) preventing passing and put appropriate action plans in place.**  | Trend towards passing shows inactivity for more than two weeks. **Action: assess issue(s) preventing passing, put appropriate action plans in place, and consider re-baselining.** |

### Implementation Metrics

| **Performance Measure** | **Green** | **Yellow** | **Red** |
| --- | --- | --- | --- |
| Component Project Closeout Transition Checklist | Component Project Closeout Transition Checklists trend towards closure**Action: do nothing** | Component Project Closeout Transition Checklists are stagnating for two weeks (number of open items remain the same). **Action: develop monitoring and mitigation action plans for Component Projects; present metric in the Steering Committee** | Component Project Closeout Transition Checklists are stagnating for more than two weeks. **Action: launch initiatives to fix the situation; make this the high priority for the Component Projects and assess what is causing the problem(s); may need to rebaseline the Component Project(s) and overall Program.**  |

# Approvals

Explanation: This section includes a document approval statement and a place for the approvers to sign. To add a signature block, insert another row in the table below then go to Insert > in the Text ribbon, select Signature Line > click OK > enter Signer’s name and role > check the box “Allow the signer to add comments…” > click OK.

The undersigned acknowledge they have reviewed the Program Governance Management Plan and agree with the approach it presents. Any changes to this document will be coordinated with and approved by the undersigned or their designated representatives.

|  |  |
| --- | --- |
|  |  |
|  |  |

# Appendices

Use the below Program Governance Management Plan Change Control Log Template to build a separate document to maintain all Plan changes. Also include any Program-related acronyms in the acronym list.

## Program Governance and Quality Management Plan Change Control Log

*Explanation: Record the significant changes to the Program Governance and Quality Management Plan here cross referenced to all impacted Program-level artifacts. Document the change / version number and summary of the Program’s Governance and Quality Management Plan changes in the Publication Version Control table in the front of this document. Use this as a template in a separate document. Typically, the Steering Committee approves the changes.*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Change / Version No.** | **Date Change Approved** | **Description** | **Impacted Supporting Document(s)** | **Supporting Document Change / Version No.** | **Approved By** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

## Acronyms

*Explanation: Consider compiling in the appendices a table of terms used throughout this document that may require definition or clarification for individuals unfamiliar with the Program. Adapt the standard list below if these terms are not used in this document.*

|  |  |
| --- | --- |
| **Acronym** | **Description** |
| COV | Commonwealth of Virginia |
| ITRM | Information Technology Resource Management |
| PMO | Program Management Office |
| PgM | Program Management |
| PM | Project Management |
| PMI | Project Management Institute |
| CTP | Commonwealth Technology Portfolio |
| ITIM | Information Technology Investment Management |
| CBA | Cost-Benefit Analysis |
| ROI | Return on Investment |
| IT | Information Technology |
| PMD | Project Management Division |