Part 3 — Work Plan and IV&V Methodology

Gartner’s proposal to deliver IV&V services is based on our extensive track record of successful IV&V delivery and our world-class capabilities. Gartner consultant delivery teams are expert on using our integrated methodologies supported by our expansive research. Our approach is based on industry standards and best practices and is flexible enough to evolve and adapt to varying needs, changing priorities and diverse risk profiles encountered on projects. Rather than a recycled IV&V approach, we use findings and discussions with the agency as the basis for calibrating our IV&V services throughout the life of the project — working with each agency to evaluate, regularly reassess and redefine the IV&V services which are truly needed. Furthermore, Gartner is an independent and objective firm that does not sell hardware, software or system integration services. Our rigorous standards to ensure independence and objectivity is the cornerstone of our business, and when working with Gartner Consulting, Florida will know that its best interests are being protected by our associates. Our approach is comprehensive and flexible and positions us to participate in projects as committed IV&V team members.

Figure 1. Gartner IV&V High Level Approach and Work Plan Framework

<table>
<thead>
<tr>
<th>1. Initiation</th>
<th>2. Baseline Assessment</th>
<th>3. Ongoing Support</th>
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<tbody>
<tr>
<td>• Program/Project Management</td>
<td>• Project Risk Assessment</td>
<td>• Project Risk Assessment</td>
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<tr>
<td>• Risk and Issues Management</td>
<td>• Technical Architecture Assessment</td>
<td>• Technical Architecture Assessment</td>
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<td>• Communication Planning</td>
<td>• Architecture and Development Risk Assessment</td>
<td>• Architecture and Development Risk Assessment</td>
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<tr>
<td>• Requirements Traceability</td>
<td>• Technical Audit</td>
<td>• Technical Audit</td>
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Gartner IV&V Methodologies

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<tr>
<th>Gartner IV&amp;V Methodologies</th>
<th>Gartner Research</th>
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<tr>
<td>• Overall Project Risk Assessments</td>
<td>• Comprehensive Deliverable and Documentation Review</td>
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<td>• Technical Architecture Assessments</td>
<td>• Cost Assessments and Benchmarking</td>
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<td>• Architecture and Development Risk Analysis</td>
<td>• Project Communication Assessments</td>
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<td>• Technical Audit</td>
<td>• Lessons Learned</td>
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The Gartner value-focused approach to IV&V is backed by our proven methodologies and is designed to enhance — and not merely repeat — the system integrator’s quality assurance activities while ensuring that the benefits of new programs and systems are achieved for our clients. Gartner will ensure agencies always have an accurate and complete picture of projects, including strengths and weaknesses, performance metrics and adherence to industry standards and best practices.

3.1 Methodology Snapshots

Based on the RFP, we provide several snapshots of select Gartner IV&V methodologies to provide a better understanding of the breadth and depth of our capabilities and to demonstrate how our balanced, evidence-based approach for ensuring progress, quality and process adherence allows for tremendous flexibility while providing a comprehensive method for assessing project risk and deliverable quality. Our methodologies are driven by establishing a risk-based balance between process maturity and development, ensuring a project is not process burdened, but has enough process to reduce risk and produce quality results. As well as an evidence-based approach to assess progress and quality — like comparing what a
systems integrator is producing vs. what they are reporting, ensuring that the “as built” applications are “as designed” versions and no corners were cut. In addition, we are well positioned to provide Florida agencies guidance and training on standards and best practices for projects.

3.1.1 Overall Project Risk Assessments

Our approach for performing both baseline and ongoing project risk assessments for a project follow a standardized, repeatable process which designed to ensure thoroughness and transparency. This approach includes the examination of the targeted, parallel programs across a number of risk categories based on where they are in the project life cycle. Our risk framework is based on Gartner Research, and extended through our significant Consulting experience.

Figure 2. Risk Category Framework

We have found that our risk category framework enables the detection of root causes of risk that can be corrected before they impact success or lead to failure. In all assessments, selected deliverables and project processes are examined and an ongoing risk scorecard is produced that reflects both the changes since the last assessment and the prioritized focus from the current risk assessment.

3.1.2 Technical Architecture Assessments

Architecture quality assessments provide insight into how well an application can be expected to behave from a business and technical perspective as well as help establish a baseline to establish metrics regarding progress on key technical elements of a project. The purpose of the assessment is to:

- Understand how maintainable a system will be. We are looking to highlight SI’s taking time-saving shortcuts. We are focused on ensuring that SI’s take reasonable approaches to ensure isolation of function in their development.
- Understand the extensibility characteristics of a system. Design decisions will have to be made that ensure that future phases of the project, as well as future system requirements, can be met cost-effectively. In addition, we will ensure that proper consideration be given to future system maintainability.
Build reports examine the work products developed by a vendor and help answer the following:

**Figure 5. Example Build Dashboard**

- What is the vendor’s actual progress? Assessed based on the amount of configuration, schema objects created or configuration scripts updated.
- What is the quality of the vendor’s work? Assessed based on test results, manual code inspections, automated code inspections and manual tests.
- Did the vendor follow the processes it was supposed to? Assessed based on build checks applied for the specific technology stack being implemented and the defined software development lifecycle (SDLC) and project phase.

### 3.1.3 Architecture and Development Risk Analysis

Architecture and development risks analysis and reports provide insight into the amount of “inherent” risk within the project. These reports answer questions like:

- Is the vendor following the processes it agreed to at the start of the project?
- Have there been any team changes which are impacting project risk?
- Are the architecture and development risks being managed?

Finding the right balance between frequency and level of detail is key to making the Technical Risk report most valuable and actionable. With a too-frequent assessment interval, the project team can feel inundated and distracted by the assessment process, and not have time to implement suggested changes. Too much time between assessments can leave key risks unattended and make them more significant over time.

Gartner takes seriously both the assessment process — how we interact with the team — and frequency — when we conduct our review and provide our findings. Since each project is different, with different team dynamics, levels of experience and working processes, we work closely with the project team during the initial assessment to determine the best approach for the technical risk summary so that we can provide the maximum visibility into a project’s technical risk.

### 3.1.4 Technical Audit

Technical audits are an important element within the full software development life cycle as well as in our comprehensive approach to quality assurance. Technical audits can be conducted either when a failure or material risk occurs on a project or periodically to ensure the highest quality of an end state system. Gartner believes that regardless of whether a project is on track, it is critical to conduct technical audits. In order to produce a sound technical audit of a system,
Gartner applies an evidence-based approach to assess the quality of a given system design and implementation. Our approach includes traditional interviews and documentation reviews, as well as methodologies for technical analysis of software artifacts.

### 3.1.5 Comprehensive Deliverable and Documentation Reviews

In determining the quality of any project deliverable, artifact, document or process, our approach takes into account two factors — the extent to which the content of the deliverable meets the project objectives (including all the requirements defined in preceding project deliverables) and the extent to which the deliverable or process conforms to contract requirements, project standards, plans and industry best practices. This also enables us to evaluate the effectiveness of project management controls, procedures and methodology.

Our primary tool for assessing deliverable and documentation content is the requirements traceability matrix. As each project artifact is created, the project objectives and requirements defined therein are captured in a matrix. This matrix is then used as a checklist to verify the completeness of content in subsequent documents and deliverables. To assess conformance with plans and practices, Gartner lists these plans and practices in a quality assurance checklist prior to the start of the related activity. Gartner’s assessments focus on the following:

- **Project deliverables** including work plans, technical architectures, functional and technical designs, system integrations and data conversions, testing and training.
- **Deliverable templates and acceptance criteria** including working with the SI to create and make extensive use of templates to define project deliverables as well as acceptance criteria, ensuring best practices, and leveraging our own template repository.
- **Sampling larger deliverables** to facilitate deeper dives on deliverable creation processes and to determine if those processes are sound, increasing the sampling rate as needed.
- **Quality management deliverables** that complement the SI’s QA activities which allow Gartner to review the output of these activities to ensure they are working effectively.
- **Project processes** including analyzing project plans and observing project activities which allow Gartner to assess how diligently processes are being followed and if they are effective.
- **Interim work product** including examining project artifacts and documentation in various stages to determine the likelihood quality deliverables and other final work product will be delivered on schedule and on budget. Comparing to best practices and industry standards we are actually able to measure SI performance metrics and facilitate the tracking of progress and completion of project tasks and milestones.

### 3.1.6 Cost Assessments and Benchmarking

Gartner leverages its benchmarking methodologies to analyze and validate project and system costs, including efficient distribution of available funds. Gartner is the IT benchmarking pioneer and a world leader in IT benchmarking solutions, with more than 30 years of experience, and a pioneer in benchmarking tools and methodologies such as total cost of ownership. We continually drive innovation in the industry, leveraging Gartner Research. Our benchmarking advantages include the industry’s largest database, current and relevant data that has not lost its relevance in today’s rapidly changing IT marketplace, and no syndicated data (many of our competitors buy syndicated data to provide clients — we never do this).

For instance one of our benchmarking methodologies, the Comprehensive Price Benchmark, utilizes a selection of four (4) outsourcing contract peer data points for each evaluated service. Gartner then utilizes proprietary service profile factors to separately analyze each peer contract.
and provide recommended market pricing for the specific services under analysis. Each selected peer service profile, with the normalizations categorically applied to each peer contract by data element, is provided as support for the benchmark analysis.

### 3.1.7 Project Communication Assessments

The figure below depicts Gartner’s framework for assessing project communications which is designed around four dimensions critical to success anchored in the underlying principle that project communications must continuously improve and adapt to project changes and needs.

**Figure 8. Project Communications Assessment Framework**

<table>
<thead>
<tr>
<th>Category</th>
<th>Gartner Research</th>
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<tr>
<td><strong>Consistency</strong></td>
<td>Determining if all communications are consistent with regard to language, vehicle and timing—leveraging our repository of templates and best practices.</td>
</tr>
<tr>
<td><strong>Simplicity</strong></td>
<td>Evaluating the degree to which communications are designed to be simple and easy to understand by all internal and external stakeholders.</td>
</tr>
<tr>
<td><strong>Continuous Improvement</strong></td>
<td>Rating how adept the communications plan is at incorporating and adapting to project changes.</td>
</tr>
<tr>
<td><strong>User Focus Tailoring</strong></td>
<td>Assessing the degree communications activities bi-directional and collaborative with customers and other end-users versus being rigid and inflexible.</td>
</tr>
<tr>
<td><strong>Evaluating the extent communications planning has been tailored to meet the specific needs and goals of the project and facilitates stakeholder buy-in.</strong></td>
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### 3.1.8 IV&V Work Plan

Gartner will perform IV&V tasks as defined in Florida agency statements of work emanating from the IV&V State Term Contract and generally depicted in Figure 9. The specific schedule for a given IV&V project will be tailored to the unique requirements of the customer and is dependent on the requirements included in their Statement of Work.

**Figure 9. Typical IV&V Engagement Schedule**

Gartner’s independence and objectivity is backed by rigorous standards to ensure when working with Gartner Consulting, Florida will know that its best interests are being protected by our associates. Our approach is comprehensive and flexible and positions us to participate in Florida’s most important projects as committed IV&V team members.