

B.1.1 Avaya Gov's Quality Control Review and Audit Process

The Avaya Gov Quality Program ensures that we deliver the product or service that meets or exceeds client needs, on time, and at or below cost thresholds. It includes a rigorous commitment of our management team and all of our employees to an environment of error prevention through process measurement and evaluation. In the end, the success of our efforts is not encased in system design and process inspection and certifications, rather it is the mind set of customers who will say – “Quality, I know it when I see it.” Thus we see our quality program as a means to getting it right the first time for each individual client need. We have developed and use CMMI compliant processes towards this end.

The Avaya Gov approach to task order quality control, assurance and audit is to use our Process and Product Quality Assurance (PPQA) process which is built into the task order plan, executed by the task order team and reviewed and verified by an independent Corporate Quality and Performance Assurance (CQPA) group (see Figure D-1 and Figure D-7).

Proposal Phase	Planning/Start-Up Phase	Implementation/ Execution Phase	Closeout Phase
<ul style="list-style-type: none"> ▶ Project planning ▶ Lessons learned ▶ Metrics database ▶ Training requirements ▶ Quality goals ▶ Quality activities and resources ▶ Standards 	<ul style="list-style-type: none"> ▶ Project management ▶ Lessons learned ▶ Metrics identification ▶ Training plan/Staff training ▶ QA plan ▶ Baseline creation ▶ Risk Identification 	<ul style="list-style-type: none"> ▶ Project management activities ▶ Lessons learned ▶ Metrics collection ▶ Training feedback ▶ QA activities/audits ▶ Client feedback ▶ Process evaluation 	<ul style="list-style-type: none"> ▶ Transition support management ▶ Lessons learned ▶ Ideas for future metrics ▶ Future training needs ▶ Client evaluation

Figure D-7 – PPQA is integrated into the Avaya Gov Project Management Process for each phase of a TO.

Our PPQA approach spans a project’s entire life cycle. Quality is built into our projects in support of Task Orders from the proposal and planning stage through project closeout. Lessons learned (produced by every task order team) are documented in our Corporate Quality and Performance Repository. Our entire EAGLE team will constantly access this repository to ensure that any issue that arose during task order execution requiring corrective action will not reoccur in another task order.

The PPQA function promotes timely and complete problem resolution. QA is facilitated through well-defined metrics and carefully managed follow-up. Our CQPA conducts periodic audits of task order compliance with our internal processes and CMMI requirements. These audits are published in a Findings Report, which identifies issues based on the metrics collected during these audits.

The CQPA then works with the task order’s project manager to develop corrective actions for the issues. Corrective actions are documented, affected processes identified and corrected, and process training conducted. Further, the CQPA provides guidance to project and task managers as they develop and implement action plans for resolving noncompliant audit points. CQPA conducts follow-up audits to ensure that the action

plans are completed. A CQPA representative attends all weekly project team meetings and the monthly internal project review (IPR) to audit whether project staff members are collecting the proper performance metrics and that all actions relating to the Audit Action Plan are accomplished. The PPQA function provides input to CQPA process. All artifacts of the PPQA activities are documented in the task order's project repository.

Our CMMI evaluated Project Management Guidelines, which include QA processes, are followed by our project managers (many of whom have achieved PMP certification from the Project Management Institute), QA and EVM Specialists and project staff. Compliance with our guidelines and processed are enforced by our independent CQPA. All project managers have been trained in our project management guidelines with special emphasis placed on QA. In addition, more than 100 employees have received CMMI training, with more being trained on a frequent basis. The Avaya Gov Engineering Process Group (EPG) working with the CQPA group ensures that key engineering processes are frequently assessed, documented, maintained, improved, and coordinated across all Avaya Gov divisions. The CQPA group provides QA support to project managers in meeting CMMI requirements and coordinates with the EPG on a bi-monthly basis. The CQPA group performs periodic audits of our EAGLE activities and products and documents these audits in our repository.

Continuous improvement of any quality system depends on individual staff input, internal and external audits, and management reviews. Quality systems and processes are reviewed on a regular basis and reported to the Avaya Gov EPG. The EPG coordinates and manages all related process improvement activities across Avaya Gov. If any corrective action is needed, the EPG will develop and submit changes to existing processes or new processes to Avaya Gov's Management Steering Group (MSG) for approval. The MSG is comprised of all the Senior Vice Presidents in the Civilian Government Sector (CGS) of Avaya Gov and is chaired by the President of CGS. Following MSG approval, the EPG coordinates the release of the modified or new process to Avaya Gov staff. The release includes development and delivery of any training or orientation information that may be needed to ensure full understanding and use of the modified or new process by Avaya Gov's staff.

B.1.2 Commitment to Expanding and Enhancing our Quality Assurance Program

Since 1999, several of Avaya Gov's programs have been repeatedly – and successfully – externally rated at Level 3 of the Software Engineering Institute's Capability Maturity Model for Software (SEI-CMM/SW). However, the SEI now advocates transition from the outdated SW-CMM to CMMI. The CMMI is considered by most experts to be the best process improvement model available for product and service development and maintenance.



Avaya Gov became an early adopter of CMMI several years ago. There is a number of Avaya Gov divisions, programs and projects that have already achieved Maturity Level 2 of the CMMI. Two of these divisions will be directly responsible for performing on DHS EAGLE task orders. Due to the continued success of our CMMI implementation and the expectation of greater maturity from our customers, Avaya Gov is firmly committed to

achieving CMMI Maturity Level 3 across the majority of the organization within the next 12-18 months – and the organization is already well on its way to realizing this goal.

A CMMI-based program provides DHS with the three factors it seeks in quality control: (1) *comprehensive*—addressing all project phases; (2) *verifiable*—reviewed by SEI-certified evaluators, and (3) *self-implementing*—as the basis of our task order execution processes.