Use of the iQMS Statement of Work

Statewide QA Program Guidance 3

Version 2.0
Date: February 2024

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Contents

Overview

This document provides guidance for effective use of a Statement of Work (SOW) when acquiring independent Quality Management Services (iQMS). This guidance is based on Statewide QMS Policy 107-004-030 PO and procedure 107-004-030 PR and the State's Stage Gate Review Process.

The agency (Authorized Purchaser), the agency's Authorized Representative, EIS Statewide Quality Assurance (SWQA), EIS Project Portfolio Performance (P3) oversight, and DAS Procurement Services (PS) must all work together to make appropriate adjustments when tailoring the iQMS SOW to meet the project needs.

Process for Collaborating with EIS on iQMS Procurement

When a project requires iQMS[1], the following process shall be followed. It is recommended that the agency start this process as soon as the requirement for iQMS is known, generally expected to coincide with the Stage Gate 1 memo.

1. Agency works with SWQA and P3 to identify SOW requirements that meet the needs of the project. SWQA is the approver for SOW modifications.
2. Agency initiates a request with DAS PS to procure iQMS services.[2]
3. P3 approves the Request for Quote (RFQ) packet with input from SWQA before the RFQ is released.
4. Agency must include SWQA participation as an advisor to the RFQ evaluation team.
5. P3 approves the Work Order Contract (WOC) with input from SWQA before the WOC is executed.
6. When the WOC is fully executed, agency coordinates with iQMS contractor to schedule an iQMS kickoff meeting that includes SWQA and P3.

Statement of Work Tailoring Recommendations

SWQA provides three Statement of Work templates for different types of iQMS projects and programs. These SOWs are listed as Appendix A, B, and C to this guidance, and must be tailored with the input of P3 and SWQA.

Appendix A, "iQMS SOW" for:
- Projects that exceed the $5M threshold for iQMS, or
- Projects that require iQMS based on iQMS policy criteria, and
- Have an Oversight Level Assessment (OLA) of 3.

Appendix B, "iQMS SOW for medium and low risk projects" for:
- Projects that are under $5M and

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[1] For more information on the iQMS determination process, see Statewide QA Program Guidance 1.

[2] Agency may perform the role of DAS PS in this process if the agency has the necessary procurement authority.

- Projects that require iQMS, and
- Have an Oversight Level Assessment (OLA) of 1 or 2.

Appendix C, "iQMS SOW for Portfolios" for:
- iQMS Portfolios authorized under Guidance #1, and
- The projects in the portfolio are related as part of a program or modernization effort.

Timeline for Use of QA Deliverables

SECTION A: PLANNING & PROCUREMENT		
Section number and description	*Deliverable Name*	*Deliverable Number*
A.1 *Optional: Risk Assessment during Planning*		
A Risk Assessment may be required during planning activities if agency management, EIS, LFO, or the Statewide QA Program requires it. The release of a Risk Assessment during planning means an updated Risk Assessment is necessary after the project's solution contractor has been selected.	Risk Assessment *during Planning*	1.1.0
A.2 Quality Management System		
Deliverables 2.1, 2.2, and 2.3 together constitute the formal quality management system.[3]. Details regarding work activities and methodology of the iQMS contractor must be documented in the Quality Management Plan (QMP). The QMP defines methodology, scope, deliverable formats, and other details for Task 3 Quality Control, Task 4 Quality Assurance, and Task 5 Independent Solution Testing (IV&V). Deliverable 2.3 QMP is accompanied by Deliverable 2.1 Quality Standards and Deliverable 2.2 Quality Checklists. Deliverable 2.1 Quality Standards is to support Deliverable 4.1 Quarterly Quality Assurance Status and Improvement Reporting, and Deliverable 2.2 Quality Checklists supports Deliverable 3.1.x Quality Control Review (of important solution contractor deliverables and work products of agency management). Deliverable 2.4 Baseline QMS Work Plan is expected to be nothing more than an MS Excel spreadsheet or comparable document that the iQMS contractor will use to track progress and completion of required iQMS deliverables by deliverable due date.	• Quality Standards • Quality Checklist • Quality Management Plan • Baseline QMS Work Plan	2.1 2.2 2.3 2.4
A.3 Quality Control Review of Planning Artifacts		
A critical component of an iQMS contractor's services during Planning & Procurement is a quality control (QC) review of important project planning artifacts. Per Exhibit C in the Statewide QMS Policy, a Major IT Project should engage an iQMS contractor for QC review of important planning artifacts before the solution contractor RFP is released. Planning artifacts to be subjected to QC review must include the Requirements and Statement of Work that support the solution contractor RFP process. Other artifacts may include the Business Case, the Project Management	QC Review of Solution Requirements prior to RFP	3.1.1
	QC Review of Solution Requirements of successful proposer	3.1.2
	QC Review of Solution Contractor's Detailed Requirements	3.1.3

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[3] See ISO 9000 for an overview of a formal quality management system.

Plan, and other foundational planning artifacts deemed important by EIS (included in 3.1.x deliverables).	QC Review of Solution Contractor's Implementation Plan	3.1.4
	QC Review of Authorized Purchaser's Plans	3.1.5x
	QC Review of *other planning artifacts* identified by the Oversight Analyst and/or the agency	3.1.x

SECTION B: SOLUTION CONTRACTOR IS PROCURED		
Section number and description	*Deliverable name*	*Deliverable number*
B.1 Risk Assessment or Risk Assessment Update After a project has completed a successful RFP and a solution contractor has been selected, a Risk Assessment must be released. This Risk Assessment is a 360-degree review of project risks in the context of the selected solution contractor's proposal (i.e., the winning proposal) and the state's detailed planning.	Risk Assessment	1.1.x
B.2 QC of Agency project artifacts Agency artifacts to be subjected to Independent QC review may include the integrated project plan (inclusive of schedule and budget) and other artifacts as identified by the EIS Oversight Analyst or the agency.	QC on agency project deliverables	3.1.x

SECTION C: PROJECT EXECUTION		
Section number and description	*Deliverable name*	*Deliverable number*
C.1 Periodic Quality Status Reports This deliverable provides the status of the overall project. The report also includes the tracking of recommendations made in the most recent Deliverable 4.1.x Quarterly QA Status and Improvement Report, and status of elements in the iQMS Deliverable 2.4 Baseline QMS Work Plan. The approach and report template are documented in the accepted Deliverable 2.3 Quality Management Plan.	Begin Periodic Quality Status Reports	3.3.x
C.2 Quarterly QA Status and Improvement Reports The quarterly report provides facts, formal assessment, analysis, and process improvement recommendations. The approach and report template are documented in the accepted Deliverable 2.3 Quality Management Plan.	Begin Quarterly QA Status and Improvement Reports	4.1.x
C.3 QC of Agency project artifacts (refresh or implementation related plans) Agency artifacts to be subjected to Independent QC review may include the integrated project plan (inclusive of schedule and budget) and other artifacts as identified by the EIS Oversight Analyst or the agency.	QC Review Report on agency project deliverables	3.1.x
C.4 QC of solution contractor artifacts A Major IT Project normally needs to engage Independent QA services for QC review (Deliverable 3.1x) of important solution contractor artifacts during Stage 4 Execution. These artifacts include:	QC Review Report on solution contractor deliverables	3.1.x

- PMBOK-based project plans (especially work breakdown structure or work plan, schedule, budget, and resource loading)
- functional (business) requirements
- non-functional (technical) requirements
- current state/future state/gap analysis
- architecture (in the context of relevant interfaces, services, technology platforms, systems, and technical environments that already exist and will need to be installed or implemented)
- designs
- testing plans and results

Section number and description	Deliverable name	Deliverable number
C.5 Independent Solution Testing (formerly IV&V) Task 5 is for Independent Testing of the project IT solution being implemented by its solution contractor. If authorized, Task 5 work should begin after the acceptance of Deliverables 2.1 Quality Standards, 2.2 Quality Checklists, 2.3 Quality Management Plan, and after the acceptance of other major deliverables related to solution design, development, and implementation by the project's solution contractor.	Independent Testing • Master Test Plan • Test Execution & Status • Separate Security-related testing	5.1 5.2 5.3
C.6 Optional: Risk Notification If authorized, this deliverable allows the iQMS contractor to immediately report to the Agency Project Manager the discovery of problems, new risks, or previously known risks that have increased in risk probability or potential impact.	Risk Notification	1.2.x
C.7 Optional: Special requests / Contingency Fund Upon request from an Agency Project Manager, the iQMS contractor may be authorized to perform analysis, prepare reports, or do other work relevant to quality and risk management. Funds allocated for special requests may be reallocated to other deliverables through the WOC change control process.	Special Requests / Contingency Fund	2.5.x

SECTION D: PROJECT CLOSEOUT		
Section number and description	*Deliverable name*	*Deliverable number*
D.1 Project Evaluation Per Exhibit C, the *Project Evaluation and Lessons Learned* reports are required. The iQMS Contractor facilitates a "Project Evaluation/Lessons Learned" process at the end of each Project phase or at the close of the Project and prepares a report of the findings. The inputs will be the Project's QA Quarterly Status and Improvement Reports and other reports deemed suitable by the EIS Oversight Analysts and Agency Project Manager, and in-person meetings as needed.	Project Evaluation / Lessons Learned	2.6

Appendix A: iQMS SOW

Task and Deliverable Matrix

This section provides the list of deliverables for high-risk projects, grouped by task number. Each deliverable is marked as either required or reserved and a recommended due date is provided. The process of determining which deliverables end up in the executed agreement must include SWQA, P3 oversight, the agency, the Authorized Representative, and DAS PS.

TASK 1: RISK ASSESSMENT

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
1.1.x	Risk Assessment	Required	Executed contract with solution contractor + 20 Business Days *OR* As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
1.2	Risk Notification Price included in periodic deliverables 3.3 (QC Reports) and 4.1 (QA Reports)	Required	As needed. Written report three (3) days after verbal notification.

TASK 2: QUALITY MANAGEMENT PLANNING

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
2.1	Quality Standards – Operational Definitions (See template in SOW Appendix A)	Required	see 2.3
2.2	Quality Checklists	Required	see 2.3
2.3.1 and 2.3.2	Quality Management Plan (of iQMS Contractor)	Required	Deliverable 1.1 Acceptance + 20 Business Days. The most recent Risk Assessment Report should inform each version of the Quality Management Plan and associated Quality Standards, Quality Checklists, and Work Plan. If Deliverable 2.3 is released during the planning and procurement stage, a QMP refresh (deliverable 2.3.2) should be released after the solution contractor comes on board.

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
2.4	Baseline QMS Work Plan (of iQMS Contractor) Authorized Purchaser expects nothing more than an MS Excel spreadsheet or comparable document that the iQMS contractor will use to track progress and completion of required iQMS deliverables by deliverable due date. (Price to be included in related deliverable 2.3.)	Required	see 2.3
2.5	Special Requests / Contingency Fund Funds allocated for special requests may be reallocated to other deliverables through the WOC change control process.	RESERVED	TBD by subsequent task release order or WOC amendment
2.6	Project Evaluation Report / Lessons Learned (See template in SOW Appendix B)	Required	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.

TASK 3: QUALITY CONTROL

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
3.1.1	Solution requirements and related information supporting the Request for Proposal (RFP) or P3 approved solicitation. Review may include: • Requirements supporting RFP (functional & non-functional / technical requirements[4]) • SOW supporting the RFP • Agency Project Plan • Agency Business Case • Solutions Analysis	Required	Prior to RFP release or P3 approved solicitation. As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.

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[4] For major systems, non-functional / technical requirements would include: data model (including entity relations), database design (including tables and the use of primary and secondary keys), interfaces and integration with existing and legacy systems, data conversion and migration of data in existing systems or databases, use of public cloud infrastructure, system redundancy and high availability features, disaster recovery, etc.

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
3.1.2	Solution requirements and related information contained in the proposed contract with the successful Proposer. Review may include: • Requirements supporting the proposed solution contract (functional & non-functional / technical requirements[4]) • SOW supporting proposed solution contract • Updated agency Project Plan • Updated agency Business Case	Required	Prior to Solution Contractor contract execution. As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
3.1.3	Solution Contractor's detailed requirements (inclusive of functional & non-functional / technical requirements, requirements traceability matrix[4]).	Required	After requirements development has been completed with Solution Contractor. As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
3.1.4	Solution Contractor's Implementation Plan (inclusive of details relating to design, development, implementation, and hosting).	Required	After contract execution with Solution Contractor. As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
3.1.5x	Authorized Purchaser's Benefits Management Plan, Organizational Change Management Plan, Scope, Schedule, Budget, and Project Management Plan, which may include: Scope Management Plan, Schedule Management Plan, Cost Management Plan, Stakeholder Management Plan, Resource Management Plan, Procurement Management Plan, Requirements Management Plan, Communication Management Plan, Risk and Issue Management Plan, Change Management Plan, Quality Management Plan	Required	If deliverable 3.1.5 is completed before Solution Contractor is selected, deliverable 3.1.5 shall be refreshed or updated after Solution Contractor has been selected. Agency may choose to split this deliverable into multiple deliverables, e.g., 3.1.5a, 3.1.5b, etc.

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
3.1.6	Documentation necessary to demonstrate compliance with the EIS Cloud Policy (Statewide DAS Policy 107-004-150). The deliverable may QC the Solution Contractor's documentation, as accepted / approved by agency (Authorized Purchaser) or agency's documentation if such a deliverable does not exist in Solution Contractor's SOW.	RESERVED[5]	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
3.1.7.1, 3.1.7.2	Solution Contractor system testing and User Acceptance Testing.	Required	3.1.7.1. Solution Contractor system testing plan & test results 3.1.7.2. Agency (Authorized Purchaser) User Acceptance Testing plan & test results
3.1.8	Solution Contractor statement of work deliverables. Relevant deliverables in Solution Contractor's statement of work may include: • Solution architecture • Software build and release plan • Data Dictionary • Data conversion / migration plan & results • Disaster Recovery Plan • Training Plan • Operations and Maintenance Plan • QC reviews of artifacts as required by P3.[6]	Required	After Solution Contractor contract execution
3.1.x	Additional QC Reviews	Optional / Reserved	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.

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[5] Consult with EIS Cyber Security Services

[6] For additional information on Stage Gate oversight expectations and responsibilities including project artifacts see the: Required Artifact Form (https://www.oregon.gov/eis/project-portfolio-performance/Documents/eis-p3-required-artifact-form-level-1-2-3.pdf) and the Stage Gate webpage (https://www.oregon.gov/eis/project-portfolio-performance/pages/it-investment-oversight.aspx)

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
3.2	Security Review	Optional / Reserved[7]	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
3.3.x	Quality Status Reporting and Tracking	Recommended	*If monthly:* End of month + 7 Business Days *OR* *If periodic:* End of Quarter + six (6) weeks

TASK 4: QUALITY ASSURANCE

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
4.1	Quarterly QA Status & Improvement Reports / Presentations, including: • EIS Project Assessment Report • EIS Project Budget & Schedule Variance Report (See templates in SOW Appendix C, D, and E)	Required	End of quarter + 10 Business Days

TASK 5: INDEPENDENT SOLUTION TESTING (formerly IV&V)

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
5.1	Independent Master Test Plan (IMTP)	RESERVED*	As agreed to and documented in the accepted Task 2, Deliverable 2.4, *Baseline QMS Work Plan*.
5.2	Independent Test Execution and Status Report	RESERVED*	As agreed to and documented in the accepted Task 2, Deliverable 2.4, *Baseline QMS Work Plan*.
5.3	Independent Security-Related Testing	RESERVED	As agreed to and documented in the accepted Task 2, Deliverable 2.4, *Baseline QMS Work Plan*.

*For systems deemed Mission Critical to State business operations, EIS may require independent testing and may direct the use

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[7] Consult with Cyber Security Services

of independent testing data as the main criterion, or among the main criteria, for determining readiness for system launch and placement of system functions into production use. If independent testing is required by EIS, details of the independent testing activities must be documented in a master test plan (MTP) deliverable. The MTP may be authorized for development and accepted for use only after prior consent from EIS. Covered Organizations may obtain EIS consent for authorization to develop and acceptance of the MTP after obtaining EIS consent for acceptance of the QMP. Unless EIS indicates otherwise, testing results must be reported in accordance with applicable IT industry standards to ensure efficient, timely independent review[8].

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[8] Excerpt from Statewide QA Policy 107-004-030, General Requirements, section 10 https://www.oregon.gov/das/Policies/107-004-030.pdf

Appendix B: iQMS SOW for Medium and Low Risk Projects

Task and Deliverable Matrix for medium and lower risk projects

This section provides the list of deliverables for medium and lower risk projects, grouped by task number. Each deliverable is marked as either required or reserved and a recommended due date is provided. The process of determining which deliverables end up in the executed agreement must include SWQA, P3 oversight, the agency, the Authorized Representative, and DAS PS.

TASK 1: RISK ASSESSMENT

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
1.1.x	Risk Assessment	Required	Executed contract with solution contractor + 20 Business Days *OR* As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
1.2	Risk Notification Price included in periodic deliverable 4.1 (QA Reports)	Required	As needed. Written report three (3) days after verbal notification.

TASK 2: QUALITY MANAGEMENT PLANNING

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
2.1	Quality checklists, if any, used for Deliverable 1.1 (Price included in related deliverable 1.1 Risk Assessment)	Required	Due date for related deliverable *OR* As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
2.3	Quality Management Plan (of iQMS Contractor)	Required	Deliverable 1.1 Acceptance + 20 Business Days. The most recent Risk Assessment Report should inform each version of the Quality Management Plan and associated Quality Standards, Quality Checklists and Work Plan.
2.4	Baseline QMS Work Plan (of iQMS Contractor) Authorized Purchaser expects nothing more than an MS Excel spreadsheet or	Required	see 2.3

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
	comparable document that the iQMS contractor will use to track progress and completion of required iQMS deliverables by deliverable due date. (Price to be included in related deliverable 2.3.)		
2.5	Special Requests / Contingency Fund Funds allocated for special requests may be reallocated to other deliverables through the WOC change control process.	RESERVED	TBD by subsequent task release order or WOC amendment
2.6	Project Evaluation Report / Lessons Learned (See template in SOW Appendix B)	Required	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.

TASK 4: QUALITY ASSURANCE

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
4.1	Quarterly QA Status & Improvement Reports / Presentations, including: • EIS Project Assessment Report • EIS Project Budget & Schedule Variance Report (See templates in SOW Appendix C, D, and E)	Required	End of quarter + 10 Business Days

Appendix C: iQMS SOW for Portfolios

Task and Deliverable Matrix for program portfolios

The matrix below is for the set of tasks and deliverables to be managed at the program level. The agency may add multiple project-centric task and deliverable matrices to the SOW, likely one for each portfolio project added. An example project-level matrix is provided following the program-level matrix.

This section provides the list of deliverables grouped by task number. Each deliverable is marked as either required or reserved and a recommended due date is provided. The process of determining which deliverables end up in the executed agreement must include SWQA, P3 oversight, the agency, the Authorized Representative, and DAS PS.

TASK 1: RISK ASSESSMENT

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
1.1.x	Portfolio Risk Assessment Report	Required	Executed contract with solution contractor + 20 Business Days *OR* As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
1.2	Risk Notification Price included in periodic deliverables 3.3 (QC Reports) and 4.1 (QA Reports)	Required	As needed. Written report three (3) days after verbal notification.

TASK 2: QUALITY MANAGEMENT PLANNING

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
2.1	Quality Standards – Operational Definitions (See template in SOW Appendix A) Establishes Quality Standards and related Operational Definitions for all possible MOD Program Projects; adapted as appropriate for each project added to the Contract for iQMS	Required	see 2.3
2.2	Quality Checklists Quality Control Review Reports for selected Project-related documentation	Required	see 2.3
2.3.1 and 2.3.2	Quality Management Plan (of iQMS Contractor)	Required	Deliverable 1.1 Acceptance + 20 Business Days. The most recent Risk Assessment Report should

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
	Establishes the Quality Management Plan at the Portfolio level; adapted as appropriate for each project added to the Contract for iQMS, beginning with the [INSERT NAME] Project.		inform each version of the Quality Management Plan and associated Quality Standards, Quality Checklists and Work Plan. If Deliverable 2.3 is released during the planning and procurement stage, a QMP refresh (deliverable 2.3.2) should be released after the solution contractor comes on board.
2.4	Baseline QMS Work Plan (of iQMS Contractor) Establishes the Baseline QMS Plan at the Portfolio level; adapted as appropriate for each project added to the Contract for iQMS, beginning with the [INSERT NAME] Project. Authorized Purchaser expects nothing more than an MS Excel spreadsheet or comparable document that the iQMS contractor will use to track progress and completion of required iQMS deliverables by deliverable due date. (Price to be included in related deliverable 2.3.)	Required	see 2.3
2.5	Special Requests / Contingency Fund Funds allocated for special requests may be reallocated to other deliverables through the WOC change control process.	RESERVED	TBD by subsequent task release order or WOC amendment
2.6	Portfolio Evaluation Report / Lessons Learned (See template in SOW Appendix B) (1 Instance: Portfolio Evaluation at completion of all authorized Projects within the Portfolio)	Required	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.

TASK 3: QUALITY CONTROL

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
Deliverable 3.1: Quality Control Review			
3.1.1	Authorized Purchaser's [PROGRAM NAME] Program Business Case	Required	Prior to RFP release or P3 approved solicitation As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
3.1.2	Authorized Purchaser's Project Management Body of Knowledge (PMBOK)-Compliant Portfolio-level Project Management Plan and Schedule	Required	Prior to Solution Contractor contract execution. As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
3.1.x	Additional Portfolio-related or project-centric Deliverables.	RESERVED	After Requirements Development with Solution Contractor. As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
Deliverable 3.2: Security Review			
3.2.x	Security Review Report(s)	Optional / Reserved[9]	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
Deliverable 3.3: Quality Status Reporting			
3.3.x	Periodic Quality Status Reports Report should include status of the entire Portfolio and each individual Project, as appropriate.	Recommended	*If monthly:* End of month + 7 Business Days, except when a Quarterly Report (4.1.x) is due *OR* *If periodic:* End of Quarter + six (6) weeks

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[9] Consult with Cyber Security Services

TASK 4: QUALITY ASSURANCE

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
4.1	Quarterly QA Status and Improvement Reports / Presentations • Report should include status of the entire Portfolio and each individual Project, as appropriate. • EIS Project Assessment Report • EIS Project Budget & Schedule Variance Report (See templates in SOW Appendix C, D, and E)	Required	End of quarter + 10 Business Days

TASK 5: INDEPENDENT SOLUTION TESTING (formerly IV&V)

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
5.1	Independent Master Test Plan (IMTP)	RESERVED*	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
5.2	Independent Test Execution and Status Report	RESERVED*	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
5.3	Independent Security-Related Testing	RESERVED	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.

*For systems deemed Mission Critical to State business operations, EIS may require independent testing and may direct the use of independent testing data as the main criteria, or among the main criteria, for determining readiness for system launch and placement of system functions into production use. If independent testing is required by EIS, details of the independent testing activities must be documented in a master test plan (MTP) deliverable. The MTP may be authorized for development and accepted for use only after prior consent from EIS. Covered Organizations may obtain EIS consent for authorization to develop and acceptance of the MTP after obtaining EIS consent for acceptance of the QMP. Unless EIS indicates otherwise, testing results must be reported in accordance with applicable IT industry standards to ensure efficient, timely independent review[10].

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[10] Excerpt from Statewide QA Policy 107-004-030, General Requirements, section 10
https://www.oregon.gov/das/Policies/107-004-030.pdf

Task and Deliverable Matrix for Projects under Program Portfolios

The agency may add multiple project-centric task and deliverable matrices to the SOW, likely one for each portfolio project added. The matrix below illustrates deliverables that are likely to be added at the project level.

This section provides the list of deliverables grouped by task number. Each deliverable is marked as either required or reserved and a recommended due date is provided. The process of determining which deliverables end up in the executed agreement must include SWQA, P3 oversight, the agency, the Authorized Representative, and DAS PS.

TASK 1: RISK ASSESSMENT

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
1.1.x	Project Risk Assessment Report	Required	Executed contract with solution contractor + 20 Business Days *OR* As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
1.2	Risk Notification Price included in periodic deliverables 3.3 (QC Reports) and 4.1 (QA Reports)	Provided under Portfolio SOW	As needed. Written report three (3) days after verbal notification.

TASK 2: QUALITY MANAGEMENT PLANNING

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
2.1	Quality Standards – Operational Definitions Report (Adapted from Deliverable 2.1, Exhibit B, Portfolio SOW) (See template in SOW Appendix A)	Required	see 2.3
2.2	Quality Checklists for Task 3.1 Deliverables, Quality Control Review Reports for selected Project-related documentation	Required	see 2.3
2.3	Quality Management Plan (Adapted from Deliverable 2.3, Exhibit B, Portfolio SOW)	Required	Deliverable 1.1 Acceptance + 20 Business Days. The most recent Risk Assessment Report should inform each version of the Quality Management Plan and associated Quality Standards, Quality Checklists and Work Plan.

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
			If Deliverable 2.3 is released during the planning and procurement stage, a QMP refresh (deliverable 2.3.2) should be released after the solution contractor comes on board.
2.4	Baseline QMS Work Plan (Adapted from Deliverable 2.4, Exhibit B, Portfolio SOW)	Required	see 2.3
2.5	Special Requests / Contingency Fund Funds allocated for special requests may be reallocated to other deliverables through the WOC change control process.	OPTION RESERVED TO AUTHORIZED PURCHASER	TBD by subsequent task release order or WOC amendment
2.6	Project Evaluation Report / Lessons Learned (See template in SOW Appendix B)	OPTION RESERVED TO AUTHORIZED PURCHASER	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.

TASK 3: QUALITY CONTROL

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
Deliverable 3.1: Quality Control Review			
3.1.1	Solution requirements and related information supporting the Request for Proposal (RFP) or P3 approved solicitation. Review may include: • Requirements supporting RFP (functional & non-functional / technical requirements[11]) • SOW supporting the RFP • Agency Project Plan • Agency Business Case • Solutions Analysis	Required	Prior to RFP release or P3 approved solicitation. As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.

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[11] For major systems, non-functional / technical requirements would include: data model (including entity relations), database design (including tables and the use of primary and secondary keys), interfaces and integration with existing and legacy systems, data conversion and migration of data in existing systems or databases, use of public cloud infrastructure, system redundancy and high availability features, disaster recovery, etc.

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
3.1.2	Solution requirements and related information contained in the proposed contract with the successful Proposer. Review may include: • Requirements supporting the proposed solution contract (functional & non-functional / technical requirements[4]) • SOW supporting proposed solution contract • Updated agency Project Plan • Updated agency Business Case	Required	Prior to Solution Contractor contract execution. As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
3.1.3	Solution Contractor's detailed requirements (inclusive of functional & non-functional / technical requirements, requirements traceability matrix[4]).	Required	After requirements development with Solution Contractor. As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
3.1.4	Solution Contractor's Implementation Plan (inclusive of details relating to design, development, implementation, and hosting)	Required	After contract execution with Solution Contractor. As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
3.1.5x	Authorized Purchaser's Benefits management Plan, Organizational Change Management Plan, Scope, Schedule, Budget and Project Management Plan, which may include: Scope Management Plan, Schedule Management Plan, Cost Management Plan, Stakeholder Management Plan, Resource Management Plan, Procurement Management Plan, Requirements Management Plan, Communication Management Plan, Risk and Issue Management Plan, Change Management Plan, Quality Management Plan	Required	If deliverable 3.1.5 is completed before Solution Contractor is selected, deliverable 3.1.5 shall be refreshed or updated after Solution Contractor has been selected. Agency may choose to split this deliverable into multiple deliverables, e.g., 3.1.5a, 3.1.5b, etc.

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
3.1.6	Documentation necessary to demonstrate compliance with the EIS Cloud Policy (Statewide DAS Policy 107-004-150) The deliverable may QC the Solution Contractor's documentation, as accepted / approved by agency (Authorized Purchaser) or agency's documentation if such a deliverable does not exist in Solution Contractor's SOW.	RESERVED[12]	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan.
3.1.7.1, 3.1.7.2	Solution Contractor system testing and User Acceptance Testing.	Required	3.1.7.1. Solution Contractor system testing plan & test results 3.1.7.2. Agency (Authorized Purchaser) User Acceptance Testing plan & test results
3.1.8	Solution Contractor statement of work deliverables. Relevant deliverables in Solution Contractor's statement of work may include: • Solution architecture • Software build and release plan • Data Dictionary • Data conversion / migration plan & results • Disaster Recovery Plan • Training Plan • Operations and Maintenance Plan QC reviews of artifacts as required by P3.[13]	Required	After Solution Contractor contract execution
3.1.x	Additional QC Reviews	Optional / Reserved	As agreed to and documented in the accepted Task 2 Deliverable 2.4 Baseline QMS Work Plan .
Deliverable 3.2: Security Review			

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[12] Consult with EIS Cyber Security Services

[13] For additional information on Stage Gate oversight expectations and responsibilities including project artifacts see the: Required Artifact Form (https://www.oregon.gov/eis/project-portfolio-performance/Documents/eis-p3-required-artifact-form-level-1-2-3.pdf) and the Stage Gate webpage (https://www.oregon.gov/eis/project-portfolio-performance/pages/it-investment-oversight.aspx)

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
3.2.x	Security Review Report(s)	Optional / Reserved[14]	As agreed to and documented in the accepted Task 2, Deliverable 2.4, *Baseline QMS Work Plan*.
Deliverable 3.3: Quality Status Reporting			
3.3.x	Quality Status Reporting (Quality Status Reporting provided at the Portfolio level for all [PROGRAM NAME] Program Projects as appropriate)	Recommended	*If monthly:* End of month + 7 Business Days, except when a Quarterly Report (4.1.x) is due OR *If periodic:* End of Quarter + six (6) weeks

TASK 4: QUALITY ASSURANCE

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
4.1	Quality Assurance Status and Improvements Reporting (Quality Assurance Status and Improvements Reporting provided at the Portfolio level for all [PROGRAM NAME] Program Projects as appropriate) (See templates in SOW Appendix C, D, and E)	Required	End of quarter + 10 Business Days

TASK 5: INDEPENDENT SOLUTION TESTING (formerly IV&V)

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
5.1	Independent Master Test Plan (IMTP)	RESERVED*	As agreed to and documented in the accepted Task 2, Deliverable 2.4, *Baseline QMS Work Plan*.
5.2	Independent Test Execution and Status Report	RESERVED*	As agreed to and documented in the accepted Task 2, Deliverable 2.4, *Baseline QMS Work Plan*.

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[14] Consult with Cyber Security Services

Deliverable Number	Deliverable Description	Required or Reserved	Recommended Due Date
5.3	Independent Security-Related Testing	RESERVED	As agreed to and documented in the accepted Task 2, Deliverable 2.4, *Baseline QMS Work Plan*.

*For systems deemed Mission Critical to State business operations, EIS may require independent testing and may direct the use of independent testing data as the main criteria, or among the main criteria, for determining readiness for system launch and placement of system functions into production use. If independent testing is required by EIS, details of the independent testing activities must be documented in a master test plan (MTP) deliverable. The MTP may be authorized for development and accepted for use only after prior consent from EIS. Covered Organizations may obtain EIS consent for authorization to develop and acceptance of the MTP after obtaining EIS consent for acceptance of the QMP. Unless EIS indicates otherwise, testing results must be reported in accordance with applicable IT industry standards to ensure efficient, timely independent review[15].

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[15] Excerpt from Statewide QA Policy 107-004-030, General Requirements, section 10
https://www.oregon.gov/das/Policies/107-004-030.pdf