

Gartner Quality Assurance Plan

Gartner has defined processes to ensure quality performance for our Federal clients. This starts with our 136 local resources in Arlington as core team members and leverages the rest of our 500 consultants as well as our 903 analysts worldwide to ensure that our clients receive the right expertise at the right time to accommodate their urgent requirements.

On each Gartner project, we ensure the quality of our services and deliverables through a comprehensive and rigorous project management process that involves weekly internal reviews and assessments focusing on the quality of the services and deliverables being provided.

We further ensure quality of service through a rigorous independent top down quality assurance (QA) and technical review process. We identify subject matter experts and research analysts who will not be involved in the day to day operation of the project. At the start of the project, this Quality Management team meets internally with the Gartner project team to ensure all team members are prepared with the tools, knowledge and approaches that are consistent with Gartner best practices. Throughout the project, they conduct periodic reviews of project progress and key deliverables, thereby independently validating the results of the Gartner analysis, assessments, and recommendations. They are also available for consultation with team members throughout the project to provide insights and to address issues faced on that project.

Value Assurance

Gartner Consulting depends on its reputation for providing high quality work that meets and/or exceeds client expectations. To protect that reputation, Gartner Consulting applies a rigorous “Value Assurance” process to all of its Consulting engagements. Key elements of the Value Assurance process include:

- Conducting an internal Gartner Consulting Kick-Off meeting prior to beginning interaction with the client. During this meeting, the Senior Managing Partner ensures that all assigned delivery team members understand the statement of work, and are prepared with the tools, methodologies and delivery best practices that will be utilized during the engagement.
- Holding weekly project management activities that focus on team performance (cost, schedule, deliverables) and overall quality of the services and deliverables that are being provided.
- Ensuring that each Gartner Consulting deliverable is reviewed for quality, completeness and accuracy by the Engagement Manager, the Quality Management associate and the Senior Managing Partner BEFORE the product is delivered.
- Performing internal Gartner Quality Review Board review(s) to ensure all deliverables and contract requirements are met prior to completion of the engagement.

There are dedicated individuals directly involved in each engagement to ensure the quality of each deliverable: Engagement Manager, Quality Management Team and Senior Managing Partner. Depending on subject matter, the Quality Management Team may include Gartner Research Analysts, Consulting subject matter experts and/or members of the Consulting

leadership team (specific individuals are selected based upon the complexity of the engagement and the individual client needs).

Guaranteeing Gartner Responsiveness to Client Requirements

Key to any successful engagement is a common understand the actual project requirements. Too frequently in the federal contracting environment, a project may be well underway before it is realized that the customer's expectation of what will be delivered differs from what the contractor understands he is supposed to be delivering. This can happen when dialogue between the government customer and the contractor may be limited because of contracting limitations.

To mitigate this risk in our consulting engagements, Gartner conducts extensive dialogue with our clients after contract award and before project kickoff to ensure that there is a common understanding of the engagement requirements, project timeline and deliverables. Then, as part of our Project Management Life Cycle, Gartner meets with our client Project Manager on a weekly basis to discuss the project status, verify that the project team's effort remains aligned to the client's goals, update the project work plan and review the work plan for the next week.

The Project Management Life Cycle Gartner uses for every engagement is based on our internal subject matter expertise and lessons learned, as well as external sources including the Project Management Institute's (PMI®) Project Management Body of Knowledge (PMBOK®) Guide. Gartner aligns with this globally recognized standard (ANSI/PMI 99-001-2008) to maximize value for our clients, minimize the risk for our clients' projects and to ensure client satisfaction. Our approach is comprehensive, starting before the project kickoff and ending after the project close, so that successful results are delivered at every stage.

Figure 1. **Stages of Gartner Project Management Life Cycle**



The graphic above depicts the typical activities provided by Gartner during the Project Management Life Cycle. It is important to note that Gartner views a project as an event that happens *with* a client—not *to* a client. We work closely with our clients to adapt leading practices to fit each client's environment and each project's requirements.

Problem Resolution Under the Gartner Project Management Approach

If a client issue arises that requires escalation, Gartner has an assigned Senior Managing Partner and an Engagement Manager with responsibility for ensuring client satisfaction on every project. These individuals are formally tasked with the following objectives:

- Ensuring that Gartner activities support the client's goals.

- Building and maintaining a long-standing relationship with the client.
- Providing high-level oversight of the project.
- Taking action as needed to resolve issues.

Also, the Gartner Project Management Life Cycle includes mitigation activities targeting any concerns or issues identified by the client. These activities include:

- Conducting a joint kick-off meeting to ensure common understanding of project scope and methodology, and to ensure that Gartner deliverables are structured in accordance with client requirements.
- Providing regular status reports throughout the engagement that include an analysis of potential risks and appropriate mitigation actions.
- Maintaining open lines of communication with the client during each phase of the project so that any issues can be rapidly identified, communicated and resolved.
- Performing a close-out procedure after the engagement is completed which may include a Customer Satisfaction Questionnaire/Post-Engagement Review to review the level of client satisfaction and help ensure even greater satisfaction on future efforts with the client.