QUALITY ASSURANCE AND QUALITY CONTROL PLAN

Seaport e Rolling Admissions Award - N00178-14-D-7338
1.0 Introduction

1.1 Purpose
This Quality Assurance Plan (QAP) is pursuant to the requirements listed in Section H.11 the Seaport e Rolling Admissions Award - N00178-14-D-7338. This plan sets forth the procedures and guidelines that will be used in ensuring the required performance standards or services levels are achieved by IBSS. The purpose of the QAP is to describe the systematic methods used to monitor performance and to identify the required documentation and the resources to be employed. The QAP provides a means for evaluating whether IBSS is meeting the performance standards/quality levels identified in the Performance Work Statement (PWS) of each task order awarded and the IBSS Quality Control Plan (QCP – See Appendix F). The intent is to ensure that IBSS performs in accordance with the performance metrics and the Government receives the quality of services called for in the contract. A properly executed QAP will assist the Government in achieving the objectives of this procurement.

This QAP defines the roles and responsibilities of all members of the Integrated Project Team (IPT), identifies the performance objectives, defines the methodologies used to monitor and evaluate IBSS’ performance, describes Quality Assurance (QA) documentation requirements, and describes the analysis of QA monitoring results.

1.2 Authority
Authority for issuance of this QAP is provided under the section which provides for inspections and acceptance of the services and documentation called for in task orders, to be executed by the Contracting Officer or a duly authorized representative. Inspection and acceptance will be performed at Task Order level. Deliverables will be accepted or rejected by a COTR. The COTR will be appointed by the Contracting Officer and identified in the contract.

1.3 Scope
To fully understand the roles and responsibilities of the parties, it is important to state that the Contractor, and not the Government, is responsible for management and quality control actions necessary to meet the quality standards set forth by the contract and follow-on task orders. The Contractor develops and submits a Quality Control Plan (QCP) for Government approval in compliance with the contract. Once accepted, the Contractor then uses the QCP to guide and to rigorously document the implementation of the required management and quality control actions to achieve the specified results.

This QAP is put in place to provide Government surveillance oversight of the Contractor’s quality control efforts to assure that they are timely, effective and are delivering the results specified in the contract or task order.
2.0 Performance Management Approach

Our performance management approach involves in-depth planning, frequent and transparent communication, constant and vigilant monitoring, incentivizing excellence, risk planning and mitigation and implementing immediate corrective action, when necessary. The Government Representative(s) will monitor performance and review performance reports furnished by IBSS to determine how IBSS is performing against communicated performance objectives. The Government will make determinations regarding incentives based on performance measurement metric data and notify IBSS of those decisions. IBSS will be responsible for making required changes in processes and practices to ensure performance is managed effectively.

2.1 Planning

Each task order will be planned as a separate project. In every case, we will finalize the task requirements; create a project scope statement; write a project charter; create a WBS, activity list, and network diagram; determine and identify the necessary resources; create a process improvement plan; develop communication methods and frequencies; and perform risk identification, risk analysis, and risk response planning.

2.2 Communication

Effective communication is the key to every project. Expectations and requirements must be clearly communicated with every stakeholder on the project. Once all the stakeholders have been identified and the appropriate method of communication has been planned (meetings, emails, status reports, etc.), the bulk of the communication work is the timely and transparent distribution of information and the management of stakeholder expectations. IBSS employs a strategic communication SME who will ensure project- and program-level communication is appropriately inclusive, timely, and concise.

2.3 Monitoring

IBSS understands that proactive, vigilant monitoring of all aspects of a task will be required in order for that task to be successful. Our task leads will be involved and informed at every level of project execution and will communicate successes and areas of concern to program leadership, which will ease the burden of governance and oversight on the part of the government.

2.4 Incentivizing Excellence

Common sense dictates that appropriately incentivizing team members leads to higher morale, higher productivity, lower absenteeism and a greater commitment to quality. IBSS values the contributions of all our employees and often offers bonuses, raises, promotions, team lunches and dinners, and public recognition for a job well done. IBSS
recognizes that, at a Program level, our successes will be incentivized by the government through the award of more task orders.

2.4.1 Personnel and Subcontractor Management
As a small company, IBSS recognizes the value of developing personal relationships with all of our employees. That philosophy extends to our teaming partners and subcontractors, as well. We firmly believe that expectations must be clearly communicated and understood in order to be a cohesive and productive team. Additionally, once the expectations have been communicated and understood, performance must be monitored and evaluated on an on-going basis – to include the quality of work, morale, attendance, and even relationships with others. IBSS performs semi-annual evaluations for all employees at every level of the company and provides feedback and guidance designed to encourage professional growth and a motivation to excel. Where areas of concern or opportunities for improvement exist, counseling is immediately available and course corrections are made, as needed. This is also true with our partners on projects, since we approach opportunities where subcontractors co-exist with us using a “one-team” mentality. Our task order team members (employees and subcontractors) will be evaluated on a regular basis for the duration of their task and incentivized or counseled appropriately. Our business rule of managing our people in this way means that the government will not be obligated to provide burdensome oversight.

2.5 Risk Identification, Analysis and Mitigation
Early in the planning stage of every task order, the task order team will identify all the potential risks that could threaten the project and will incorporate these into a Risk Register. Both qualitative and quantitative analyses will be done on these identified risks, and the findings and mitigation strategies will also be recorded in the Risk Register. By continuously tracking these risks, many might be avoided, which would save time, effort, and money on the task. For those that cannot be avoided, a mitigation strategy can be immediately implemented and the danger to the project might be minimized.

2.6 Immediate Corrective Action
Through diligent monitoring, and the use of standard project metrics, the task lead will know if an area becomes a cause for concern. If the cause for concern is a previously identified risk, a mitigation plan can be immediately employed. If the emergent problem could not have been foreseen, the task lead, the Program Manager, and, if warranted, even the government lead can be brought together to seek a solution. Where the problem can be resolved or mitigated without involving the government lead, the event and resolution will still be communicated to the government lead for awareness purposes.

2.6.1 Cost Control and Reporting
IBSS recognizes that in a fiscally constrained environment, cost overruns on a government project cannot be tolerated. There is just no margin for error. Our task order
lead will have many options when it comes to controlling cost; and resource-leveling, risk management, and quality control will be chief among them. Our Program Manager is proficient in the use of Earned Value Management (EVM) techniques and will continually track planned value vs. earned value on all task orders to help ensure that no control thresholds are triggered. If there is a risk that might cause the potential for a cost overrun, immediate corrective action will be taken. Regular status reports to the government lead will be scheduled, and these reports will contain information about the performance measurement baseline, among other things. In addition to these regular status reports, any irregularities regarding cost, schedule or scope will be immediately communicated to the government lead for awareness purposes.

2.6.2 Schedule Adherence
In exactly the same way cost overruns cannot be tolerated on a government project, schedule overruns are equally unacceptable and frequently lead to cost overruns and a variety of other problems. For greater control, the Program Manager will consider using the Critical Path Method on most task orders that require a specific end date. Because careful planning will have been done during the task order kick-off, the task manager will know exactly where the project is and should be at any given time. In addition, the task manager will have a variety of program management monitoring tools like the Schedule Performance Index to assist in determining any schedule variations. Again, any deviation from the schedule will be immediately communicated to the government lead.

3.0 Delivering Conforming Services with Minimal Government Oversight
As was previously stated, our performance management approach involves in-depth planning, frequent and transparent communication, constant and vigilant monitoring, incentivizing excellence, risk planning and mitigation and implementing immediate corrective action, when necessary. By strict adherence to these industry-accepted best practice activities, IBSS can successfully deliver all task orders on time, within budget, and all with a minimal amount of government oversight. Our subject matter experts can integrate seamlessly with the government’s team to accomplish the work that needs to be done, and a robust communication strategy will be in place to ensure that government project leadership remains engaged and informed every step of the way, rendering onerous oversight unnecessary.

3.1 Roles and Responsibilities
The following Government resources shall have responsibility for the implementation of this QAP:

3.1.1 The Contracting Officer (CO)
The Contracting Officer (CO) is responsible for monitoring contract compliance, contract administration, cost control, and for resolving any differences between the observations
documented by the government PMO for support services and the contractor. The CO ensures performance of all necessary actions for effective contracting, ensures compliance with the terms of the contract, and safeguards the interests of the United States in the contractual relationship. It is the Contracting Officer that assures the Contractor receives impartial, fair and equitable treatment under the contract. The CO is ultimately responsible for the final determination of the adequacy of the Contractor’s performance. The CO will designate a Contracting Officer Technical Representative (COTR) as the Government authority for Performance Management. The number of additional representatives serving as technical inspectors depends on the complexity of the services measured, as well as the contractor’s performance, and must be identified and designated by the CO.

3.1.2 The Contracting Officer’s Technical Representative (COTR)
The COTR is designated in writing by the CO to act as his or her authorized representative to assist in administering a contract. COTR limitations are contained in the written appointment letter. The COTR is responsible for technical administration of the project and ensures proper Government surveillance of the contractor’s performance. The COTR is not empowered to make any contractual commitments or to authorize any contractual changes on the Government’s behalf. Any changes that the contractor deems may affect contract price, terms, or conditions shall be referred to the CO for action. The COTR will have the responsibility for completing QA monitoring forms used to document the inspection and evaluation of the contractor’s work performance. Government surveillance may occur under the inspection of services clause for any service relating to the contract.

These IBSS personnel shall have the following responsibilities:

3.1.3 The Program Manager
Our Program Manager will be responsible for all work done on all task orders issued related to the task orders awarded under this contract. The Program Manager will be responsible for communicating status and other updates to the government and to IBSS leadership. The overall health of the entire program is the responsibility of the Program Manager.

3.1.4 The Quality Manager
Our Quality Manager will assume overall responsibility for quality management, metrics development, and reporting for this contract. In addition, she will be responsible for the overall management of all infrastructure requirements.
3.1.5 The Task Order Leads
The Task Order Leads will be responsible for the successful completion of their projects. They will also be responsible for the quality of work done, staffing, performance, evaluations, mentoring, and motivating the members of their team. They will also be responsible for schedule, scope, cost, and risk management on their project. The Task Order Leads will be responsible for communicating status and other updates to the Program Manager.

3.2 Methodologies to Monitor Performance

3.2.1 Government Surveillance Techniques
In an effort to minimize the Performance Management burden, simplified surveillance methods shall be used by the Government to evaluate contractor performance when appropriate. The sample primary methods of surveillance used could be:

- Random monitoring, which shall be performed by the COTR-designated inspector.
- 100% Inspection – Each month, the COTR shall review the generated documentation and track summary results in a Surveillance Activity Checklist or in a manner convenient to the COTR such as a summary spreadsheet.
- Periodic Inspection – the COTR may perform periodic inspections of project work. Monthly inspections are typical.

3.2.2 IBSS Self-Surveillance Techniques
Our QCP documents program-level measurement activities that provide the PM with the quantitative information to make effective decisions. We will collect information in these five categories:

- Schedule and Progress – ensures that the major milestones are met as scheduled and that individual work components are produced as required
- Resources and Cost – provide detailed tracking to align personnel resources to each task
- Service Quality – provide assessments of how well the service meets the needs of the government within defined quality and/or performance parameters identified in the contract
- Process Performance – regular assessment of how well the processes meet the requirements
- Customer Satisfaction – tracked to ensure the satisfaction of all stakeholders with the services provided

These metrics developed by IBSS allow the task order leads and PM to accurately report on service quality, schedule and cost control, business relations, management of key personnel, technical performance, service requirements maturity, operational variances, and internal process performance. IBSS will use the following surveillance strategies to support QCP administration:
• **Data Collection and Analysis** – Collection and analysis of applicable data sets provide insight into service delivery.

• **Staff Management** – To ensure that contractor staff members are available and onsite as contractually required, we will rely on the task order lead for notification of tardiness or absences and will adjust our staffing level as needed. We will also collaborate on the way to store attendance data over the length of the contract.

• **Customer Feedback** – We will obtain customer feedback from the results of formal customer satisfaction surveys or from the analysis and documentation of random customer complaints.

• **Random Checks/Inspections on Completion of Workload Tasks** – We will perform random inspections of individual actions to ensure compliance with established processes and procedures. We will use peer review to perform these inspections, which will be scheduled by the task order leads.

• **One Hundred Percent Inspection** – We will use this method only for infrequent tasks with stringent performance requirements (e.g., high-risk performance requirements).

### 3.3 Contract Deliverables

All contract deliverables will be received by the government on time and will be complete, correct, and professional in appearance and substance. IBSS takes pride in our ability to produce quality products – whether that product is a status report or an operating manual. IBSS will submit all deliverables electronically to the COTR in a format that is compatible with the government’s standard baseline – Microsoft Office 2010/Microsoft Project 2010 (or newer versions). These deliverables, which will be stated in each of the assigned task orders, are subject to government review and acceptance. All deliverables will become property of the government.

IBSS will submit a monthly status report, covering the first day of the month through the last day of the month, by the 10th day of the month to the CO or COTR. Each task in progress will be summarized to identify the Task Order Manager for both the government and the Contractor, the task objective, progress, planned activities, information about deliverable status, and problems. The problem summary section will describe any problems and proposed solutions, if applicable, and problem resolutions. For Time and Material (T&M) task orders, the expenditures section will summarize tabular and/or graphically estimated costs and labor hours, overall and by task. Data will include:

1. Labor hours and dollar amounts expended for each labor category from the effective date of the contract thru the last day of the current reporting month;
2. Labor hours and dollar amount expended by category during the current reporting month;
3. Estimates of labor hours (by category) to be expended during the next reporting month; and
4. Identification of direct labor hours of prime Contractor and subcontractor(s), if applicable.
The COTR may have IBSS generate other reports, as necessary.

### 3.3.1 Documentation
In addition to providing required reports to the Contracting Officer, the COTR will maintain a complete Quality Assurance file. The file will contain copies of all reports, evaluations, recommendations, and any actions related to the Government’s performance of the quality assurance function, including the originals of the Quality Assurance Checklists. All such records will be maintained for the life of the contract. The COR shall forward these records to the Contracting Officer at termination or completion of the contract.

### 3.3.2 Contractor Performance Assessment Reporting System (CPARS)
The CPARS system is a web-enabled application that is accessed via the Internet website, https://www.cpars.gov. This system allows the government individuals assigned to management of specific contracts/orders as an Assessing Official Rep/Assessing Official to enter proposed ratings and supporting narrative or remarks. These ratings are relative to the contractor’s performance for a specific contract/order. Our recommended Performance Standards, Evaluation Periods, Incentives, Task Assessments and Evaluation Ratings are outlined in the Appendices of this QA-P.

### 3.4 Measuring Customer Satisfaction
Through the implementation of both a task order strategic communication plan and an overarching program communication plan, IBSS expects to establish and maintain a regular rhythm of communication with project stakeholders. This rapport will invite constant feedback and will provide IBSS with a sense of the overall progress of the program and the associated task orders. Client satisfaction is the most significant external indicator of the success and the effectiveness of all services provided and can be measured through either complaints or praise. Feedback may also be obtained either from the results of formal surveys or from random comments made during the ordinary course of business.
### Appendix A: Recommended Performance Standards

<table>
<thead>
<tr>
<th>Description</th>
<th>Standard</th>
<th>Acceptance Quality Limits</th>
<th>Surveillance Measure</th>
<th>Incentives</th>
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<tbody>
<tr>
<td>Contractor’s Progress, Status Report</td>
<td>Submission is in accordance with the Data Item Description cited in the Contract Data Requirements List</td>
<td>At least 95% acceptable on first submission to Government 100% acceptable on subsequent submission to Government</td>
<td>100% Inspection by Program CO or designated COTR</td>
<td>See Appendix B</td>
</tr>
<tr>
<td>Technical Report (Status/Services)</td>
<td>Submission is in accordance with the Data Item Description cited in the Contract Data Requirements List</td>
<td>At least 95% acceptable on first submission to Government 100% acceptable on subsequent submission to Government</td>
<td>100% Inspection by Program CO or designated COTR</td>
<td>See Appendix B</td>
</tr>
<tr>
<td>Funds and Man-hour Expenditure Report</td>
<td>Submission is in accordance with the Data Item Description cited in the Contract Data Requirements List</td>
<td>At least 95% acceptable on first submission to Government 100% acceptable on subsequent submission to Government</td>
<td>100% Inspection by Program CO or designated COTR</td>
<td>See Appendix B</td>
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Appendix B: Recommended Incentives
The following incentives shall apply to performance under this contract.

<table>
<thead>
<tr>
<th>Assessment Period</th>
<th>Acceptable Performance Definition</th>
<th>Method of Measurement</th>
<th>Incentives</th>
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</thead>
</table>
| Evaluation Period 1 | All measurement areas rated “Satisfactory.” See Appendix D | Midpoint of the assessment period (6 month) evaluation using the CPARs format covering the previous 6 months. | (+) award of future orders.*  
(-) Not awarded future orders unless there is remediation with COR.* |
| Evaluation Period 2 | All measurement areas rated “Satisfactory.” See Appendix D | Midpoint of the assessment period (18 month) evaluation using the CPARS format covering the previous 12 months. | (+) award of future orders.*  
(-) Not awarded future orders unless there is remediation with COR.* |
| Evaluation Period 3 | All measurement areas rated “Satisfactory.” Three or more measurements rated either “Very Good” or “Exceptional”. See Appendix D | Midpoint of the assessment period (30 month) evaluation using the CPARS format covering the previous 12 months. | (+) award of future orders.*  
(-) Not awarded future orders unless there is remediation with COR.* |
| Evaluation Period 4 | All measurement areas rated “Satisfactory.” Three or more measurements rated either “Very Good” or “Exceptional”. See Appendix D | Midpoint of the assessment period (42 month) evaluation using the CPARS format covering the previous 12 months. | (+) award of future orders.*  
(-) Not awarded future orders unless there is remediation with COR.* |
| Evaluation Period 5 | All measurement areas rated “Satisfactory.” Three or more measurements rated | Midpoint of the assessment period (54 month) | (+) award of future orders.* |
either “Very Good” or “Exceptional”. See Appendix D
evaluation using the CPARS format covering the previous 12 months.
(-) Not awarded future orders unless there is remediation with COR.*

* The Government will not award orders unless all regulatory requirements are met and the contractor meets the acceptable performance definition.
### Appendix C: Recommended Task Assessments

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<th>Task Assessments</th>
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<tr>
<td><strong>Quality of Product or Service</strong> – Assess the contractor’s effort to transform operational needs and requirements into an integrated solution. Areas of focus may include the planning and management of program tasks, the quality of support provided throughout all phases of contract execution, the integration of program management specialties, management of interfaces, and the management of a totally integrated effort of all program management concerns to meet cost, performance, and schedule objectives. Assess how successfully the contractor meets program quality.</td>
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<tr>
<td><strong>Schedule</strong> – Assess the contractor’s adherence to the required delivery schedule by assessing the contractor’s efforts during the assessment period that contribute to or effect the schedule variance. Also address significance of scheduled events (i.e., design reviews), discuss causes, and assess the effectiveness of contractor corrective actions.</td>
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<tr>
<td><strong>Cost Control</strong> – Assess the contractor’s effectiveness in forecasting, managing, and controlling contract cost. In addition, the extent to which the contractor demonstrates a sense of cost responsibility, through the efficient use of resources in each work effort should be assessed.</td>
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<tr>
<td><strong>Business Relations</strong> – Assess the timelines, completeness and quality of problem identification, corrective action plans, proposal submittals, the contractor’s reasonable and cooperative behavior, effective business relations, and customer satisfaction.</td>
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<tr>
<td><strong>Management</strong> – Assess the contractor’s success with timely award and management of subcontracts, including whether the contractor met small/small disadvantage and women-owned business participation goals. Discuss the extent to which the contractor discharges its responsibility for integration and coordination of all activity needed to execute the contract; identifies and applies resources required to meet schedule requirements; assigns responsibility for tasks/actions required by contract; communicates appropriate information to affected program elements in a timely manner. Assess the contractor’s risk mitigation plans. If applicable, identify any other management areas that are unique to the contract.</td>
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<td><strong>Other areas</strong> – Assess additional evaluation areas unique to the contract or that cannot be captured elsewhere.</td>
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### Appendix D: Recommended Evaluation Ratings

The evaluation ratings are as follows:

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<tr>
<th>Evaluation Ratings</th>
<th>Description</th>
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<tr>
<td>Exceptional</td>
<td>Performance meets contractual requirements and exceeds many to the Government’s benefit. The contractual performance of the task and sub-task being assessed was accomplished with few minor problems for which corrective actions taken by the contractor were highly effective.</td>
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<tr>
<td>Very Good</td>
<td>Performance meets contractual requirements and exceeds some to the Government’s benefit. The contractual performance of the task and sub-task being assessed was accomplished with some minor problems for which corrective actions taken by the contractor were effective.</td>
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<tr>
<td>Satisfactory</td>
<td>Performance meets contractual requirements. The contractual performance of the task and sub-task contain some minor problems for which corrective actions taken by the contractor appear or were satisfactory.</td>
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<tr>
<td>Marginal</td>
<td>Performance does not meet contractual requirements. The contractual performance of the task and sub-task being assessed reflect a serious problem for which the contractor has not yet identified corrective actions. The contractor’s proposed actions appear only marginally effective or were not fully implemented.</td>
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<tr>
<td>Unsatisfactory</td>
<td>Performance does not meet most contractual requirements and recovery is not likely in a timely manner. The contractual performance of the task or sub-task contains a serious problem(s) for which the contractor’s actions appear or were ineffective.</td>
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### Sample Quality Assurance Monitoring Form

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<th>SERVICE or STANDARD:</th>
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<th>SURVEY PERIOD:</th>
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<th>SURVEILLANCE METHOD (Check):</th>
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<tr>
<td>Random Sampling</td>
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<tr>
<th>LEVEL OF SURVEILLANCE (Check):</th>
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<td>Monthly</td>
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<tr>
<th>PERCENTAGE OF ITEMS SAMPLED DURING SURVEY PERIOD:</th>
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<td>______ %</td>
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### ANALYSIS OF RESULTS:

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<th>Observed Service Provider Performance Measurement Rate:</th>
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<td>______ %</td>
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<tr>
<th>Service Provider’s Performance (Check):</th>
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<tr>
<td>Meets Standards</td>
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<tr>
<th>Narrative of Performance During Survey Period:</th>
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<td>DATE:</td>
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PREPARED BY: ___________________________ DATE: _______________
Appendix F: Quality Control Plan

QUALITY CONTROL PLAN (QCP)

Seaport e Rolling Admissions Award - N00178-14-D-7338
1.0 The Provision of Quality Products and Services

IBSS understands that information technology and administrative officer support are both mission-critical enablers for every business function. To that end, IBSS can directly contribute to this operation readiness by providing the support services necessary to monitor, operate, support, document and improve the government’s operations. The IBSS Team has the relevant work experience to enable us to provide all the required quality products and services from day one of every task order awarded under this contract.

Quality control is essential to ensuring services are developed, delivered, and managed to meet or exceed government requirements. The services environment presents unique challenges to prevent deficiencies before they can impact service delivery. The development of a strong quality program hinges on a complete understanding of requirements and expectations. A successful quality program depends on the development, implementation, and monitoring of implementable processes for employees that are easy to follow.

The IBSS Team is ISO 9001:2008 certified with a dedicated corporate Quality Manager (QM) responsible for training project teams before they begin working on any projects and then continuing to oversee the implementation of our required quality measures through spot checks and planned audits.

During project orientation, the entire project delivery team will be required to attend our corporate quality training. In addition, as part of the Program Management Plan, our PM will develop and review project specific quality measures and expectations with the delivery team. The project-specific QC Plan is a subset of our corporate Quality Management System (QMS). Because this is a living document, and we continuously update the QMS and subsequently the project QCP, IBSS employees are required to recertify their knowledge and skills at least annually through refresher trainings or more often depending on how extensive the changes are.

2.0 Monitoring

This QCP documents program-level measurement activities that provide the Program Manager, the Quality Manager, the Task Order Lead, and the Government Lead with the quantitative information to make effective decisions.

2.1 Identification and Elimination of Systemic Problems

Our ISO 9001:2008 certified Quality Management System (QMS) includes defined processes for Problem Identification, Correction, Resolution, and Prevention. As part of our on-going monitoring activity, we will collect information in these five categories:

- **Schedule and Progress** – ensures that the major milestones are met as scheduled and that individual work components are produced as required
- **Resources and Cost** – provide detailed tracking to align personnel resources to each task
- **Service Quality** – provide assessments of how well the service meets the needs of the government within defined quality and/or performance parameters identified in the contract
• **Process Performance** – regular assessment of how well the processes meet the requirements
• **Customer Satisfaction** – tracked to ensure the satisfaction of all project stakeholders with the services provided

The collection of this data will allow the Task Order Leads and PM to accurately report on service quality, schedule and cost control, business relations, management of key personnel, technical performance, service requirements maturity, operational variances, and internal process performance. The data about scope, schedule, and cost can be calculated and project performance baselines derived to form metrics which are easily tracked using upper and lower control limits. These metrics can include planned value vs. earned value, cost variance, schedule variance and quality metrics such as the number of change requests, or the number of errors made.

### 2.1 Monitoring Methods and Techniques
IBSS will use the following surveillance strategies to support this Quality Control Plan’s administration:

• **Data Collection and Analysis** – Collection and analysis of applicable data sets provide insight into service delivery.
• **Staff Management** – To ensure that contractor staff members are available and onsite as contractually required, we will rely on the Task Order Leads for notification of tardiness or absences and will adjust our staffing level as needed. We will also collaborate on the way to store attendance data over the length of the contract.
• **Customer Feedback** – Client satisfaction is the most significant external indicator of the success and the effectiveness of all services provided and can be measured through either complaints or praise. Feedback may also be obtained either from the results of formal surveys or from random comments made during the ordinary course of business.
• **Random Checks/Inspections on Completion of Workload Tasks** – We will perform random inspections of individual actions to ensure compliance with established processes and procedures. We will use peer review to perform these inspections, which will be scheduled by the Task Order Leads.
• **One Hundred Percent Inspection** – We will use this method only for infrequent tasks with stringent performance requirements (e.g., high-risk performance requirements).

### 3.0 Corrective Action
Through diligent monitoring, and the use of standard project metrics, the Task Lead will know if an area becomes a cause for concern. If the cause for concern is a previously identified risk, a mitigation plan can be immediately employed. If the emergent problem could not have been foreseen, the Task Lead, the Program Manager, and, if warranted, even the Government Lead can be brought together to seek a solution. Where the problem can be resolved or mitigated without involving the Government Lead, the event and resolution will still be communicated to the Government Lead for awareness purposes.
IBSS implements Quality Control (QC) procedures based on internationally accepted best practices and principles such as ISO 9001:2008 standards and Six Sigma process control and analysis techniques. Appendix A depicts and describes our QC workflow including the core factors that lead to continuous process improvement and ultimately to better value solutions. We enhance performance with a focus on innovative approaches for continual service improvement. With skilled and trained managers and project delivery staff, we focus on effective communication as the most critical element of successful execution and delivery.

3.1 Methods to Respond to Customer Concerns and Correct Service Quality Issues

Our commitment to quality is critical in providing superior customer service. Upon the identification of an area of concern, we will utilize the following techniques, tools, and procedures to address the specific operational issue:

- **Walkthroughs** – Structured events to support orientation, examination of promising ideas, and identification of defects or errors, or methods to improve products at any stage in the process
- **Reviews** – An independent evaluation of an activity or process to assess project plan compliance or to examine products or processes against quality factors through checklists, interviews, and meetings
- **Audits** – An independent examination of a work process to determine compliance with specifications, standards, contractual agreements, or other pre-established criteria
- **Evaluations** – An evaluation activity that examines services to assess compliance with the government’s needs
- **Process Improvement** – A process improvement project designed to reduce error rate

We will provide an independent review of the processes used at key check points. These reviews will seek to identify risks early and will simplify monitoring and managing problem areas throughout the project. Due to the dynamic nature of activities and the need to provide quick response support, we will identify the sign-off points at key activity check points to ensure that requirements are met.

**Walkthrough Procedures.** Walkthroughs evaluate plans, documentation, and other deliverables. The IBSS Program Manager, Quality Manager, and Task Order Lead will conduct walkthroughs internally to: (1) review and discuss plans, documentation, or other deliverables to ensure guidance is understood; (2) review material; and (3) critique and report quality deficiencies of plans, processes, and procedures. We will schedule walkthroughs early in a process to allow for revisions if problems are identified. IBSS will maintain records of these walkthroughs, along with issues identified and the resulting action taken.

**Review Processes.** Reviews assess services within these quality factors: (1) **Correctness** – How a service satisfies requirements and stated objectives; (2) **Timeliness** – Ability to provide the service when needed; (3) **Reliability** – The ability to provide service on a consistent basis; and (4) **Productivity** – Relationship between the time needed to accomplish the work and the effort
expended. We will plan and conduct a review according to accepted practices and standards. We will document review results against quality factors, specifically (1) verification of service traceability, if applicable; (2) verification of service against contractual requirements; and (3) verification of service against standards and procedures. Other review elements include: (1) validation of corrections through follow-up reviews/inspections; (2) tracking defects or errors to closure; (3) reviewing results against service validation information; (4) summary of review findings for other technical groups/organizations (e.g., network engineering); and (5) enhanced review procedures.

**Audit Processes.** The IBSS Team will conduct process audits periodically and as required. Audits identify deviations in process performance, delineate noncompliance items that cannot be resolved at the technical support or project management level, and validate process improvement/corrective action achievements. A process audit is a systematic and independent examination to determine whether quality activities are suitable to achieve identified objectives. When conducting an audit, we will: (1) define the scope and purpose of the audit within the audit plan; (2) prepare audit procedures and checklists; (3) examine evidence of implementation and controls; (4) interview personnel to learn the status and functions of the processes and the status of the products; (5) discuss findings with the Technical Staff; (6) prepare and submit an audit report to the COTR or COR; and (7) refer unresolved deviations to the COTR or COR. A typical audit will require staff members to: (1) clearly understand and adhere to the audit scope; (2) conduct preparation meetings in advance of the audit, e.g., areas to be reviewed and review criteria; (3) verify and classify findings from the audit and validate audit findings with the audit recipient; (4) prepare the audit report for the audit client and provide recommendations on request only; and (5) follow-up on corrective action/process improvement and improve the audit process. An audit is considered complete when: (1) each element within the audit has been examined; (2) findings have been presented to the audited organization; (3) response to draft findings have been received and evaluated; (4) final findings have been formally presented to the audited organization; (5) the report has been submitted to recipients designated in the audit plan; and (6) all follow-up actions have been performed.

**Evaluation Process.** The Program Manager’s evaluations examine the activities to develop/deliver services and assess our ability to meet requirements. The quality control function establishes evaluation criteria, verifies process completion, and collects the metrics to describe the results of those activities.

**Process Improvement.** IBSS considers process improvement as successful when an effective process emerges or evolves that can be characterized as: practiced, documented, enforced, trained, measured, repeatable, and improvable. A corrective action plan must be developed when a deficiency in the process is detected. Corrective action should prevent the problem from recurring. The steps for implementing a process improvement approach are: (1) detection of quality-related problems; (2) identification of responsibility; (3) evaluation of importance; (4) investigation of possible causes; (5) performance of an analysis of problem; (6) implementation
of preventive action; (7) creation of process controls; (8) disposition of nonconforming items; and (9) implementation of permanent changes. The PM will analyze the results of findings in relation to the results of the documented processes used to produce products or services. This comparison will be used to determine which processes may need improvement and to determine the effectiveness of changes to the processes. This comparison will also be used to help the team identify best practices that should be implemented and document them in a Lessons Learned repository.

3.2 Control Measures Used to Prevent and/or Correct Service Quality Issues
The Task Order Lead will integrate the internal measurements and metrics required by program management with the government’s data reporting requirements. Internal measurements such as the schedule performance index (SPI) or cost performance index (CPI) are collected to derive meaningful metrics that are used to both manage the program and to challenge it to continually improve performance and quality. This data collection optimizes measurement activities, and traces the progress of data from the point of original collection through all the users. The collected measures are summarized in Self-Assessments and validated by government review. Self-Assessments and reviews document that deliverables have been accepted and have been timely.

Performance and quality will be measured across all tasks on the contract as part of an integrated, organizational measurement program that monitors and manages current performance against performance targets and thresholds. The overall objective is to establish, maintain, and review the support performance baseline in order to monitor performance and quality, analyze the performance of the defined task processes and quality of the work products, and revise targets as needed. The overarching purpose is to meet or exceed the established performance and quality goals. Performance is measured and process change is implemented so that overall performance is improved. This QCP centralizes all the metrics collected upon execution of the task orders and serves as the basis for implementation of continuous process improvement activities across tasks to improve the quality, reliability, and maintainability of the delivered services. The metrics facilitate the management, monitoring, and evaluation of the support being provided. Where improvement opportunities are identified, improvements can be evaluated based on defined processes, modified processes can be implemented on a trial basis, and the results objectively evaluated.

4.0 Roles and Responsibilities
IBSS and the government will have responsibilities for the implementation of this QCP as follows:

4.1 The Contracting Officer (CO)
The government Contracting Officer (CO) is responsible for monitoring contract compliance, contract administration, cost control, and for resolving any differences between the observations
documented by the government PMO for support services and the contractor. The CO ensures performance of all necessary actions for effective contracting, ensures compliance with the terms of the contract, and safeguards the interests of the United States in the contractual relationship. It is the Contracting Officer that assures the Contractor receives impartial, fair and equitable treatment under the contract. The CO is ultimately responsible for the final determination of the adequacy of the Contractor’s performance. The CO will designate a Contracting Officer Technical Representative (COTR) as the Government authority for Performance Management. The number of additional representatives serving as technical inspectors depends on the complexity of the services measured, as well as the contractor’s performance, and must be identified and designated by the CO.

4.2 The Contracting Officer’s Technical Representative (COTR)
The COTR is designated in writing by the CO to act as his or her authorized representative to assist in administering a contract. COTR limitations are contained in the written appointment letter. The COTR is responsible for technical administration of the project and ensures proper Government surveillance of the contractor’s performance. The COTR is not empowered to make any contractual commitments or to authorize any contractual changes on the Government’s behalf. Any changes that the contractor deems may affect contract price, terms, or conditions shall be referred to the CO for action. The COTR will have the responsibility for completing QA monitoring forms used to document the inspection and evaluation of the contractor’s work performance. Government surveillance may occur under the inspection of services clause for any service relating to the contract.

4.3 The Program Manager (PM)
Our Program Manager will be responsible for all work done on all task orders issued related to Navy Seaport contract. The Program Manager will be responsible for communicating status and other updates to the government and to IBSS leadership. The overall health of the entire program is the responsibility of the Program Manager. The PM will ensure that all aspects of this QCP are carried out in accordance with the provisions within, providing regular reports to the COR or COTR that measure contract performance. The PM serves as the single point of contact for execution of the task orders on this contract. He will work closely with the COTRs and the CO in execution of the QC activities. Specific QCP responsibilities for the IBSS team’s PM include:

- Working with the Quality Manager to ensure compliance with defined performance standards.
- Coordinating with the Quality Manager to prepare for surveillance activities and to review results.
- Reviewing and addressing the surveillance results with the team (i.e., determining performance improvement plan or sharing recommendations with the team).
- Working with the Quality Manager to perform self-surveillance.
• Submitting identified changes to the QASP to the COTR for review.
• Presenting opportunities and collaborating with other stakeholders for continuous improvement of the services delivered.

4.4 The Quality Manager (QM)
Our Quality Manager will assume overall responsibility for quality management, metrics development, and reporting for this contract. In addition, the QM will be responsible for the overall management of all infrastructure requirements. The Quality Manager has responsibility for coordinating the activities required to achieve the defined performance standards. Specific QC responsibilities for the Quality Manager include:

• Implementing the defined QCP including providing tools, training, and techniques to achieve quality results.
• Preparing the teams for the surveillance activities.
• Monitoring and conducting regular self-surveillance activities against the defined performance standards.
• Developing and implementing performance improvement plans for service deficiencies, if necessary.
• Monitoring performance of the quality management system itself and updating the QCP accordingly.
• Advising on changes to the QASP based on updates to the QCP or other relevant drivers.
• Presenting opportunities and collaborating with stakeholders for continuous improvement of the services delivered.

4.5 The Task Order Leads
The Task Order Leads will be responsible for the successful completion of their projects. They will also be responsible for the quality of work done, staffing, performance, evaluations, mentoring, and motivating the members of their team. They will also be responsible for schedule, scope, cost, and risk management on their project. The Task Order Leads will be responsible for communicating status and other updates to the Program Manager, the Quality Manager, and COR or COTR as requested.
Appendix F1: Features and Benefits of Our Quality Control Plan

Our complete quality management framework effectively covers every step of project delivery – from project initiation through closure.

<table>
<thead>
<tr>
<th>QMS Process</th>
<th>Description</th>
<th>Benefit to the Process</th>
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<tbody>
<tr>
<td>1 QMS framework</td>
<td>Consists of our team’s established policies, processes, and procedures</td>
<td>Serves as the entry point to the QC system. The well-established quality policies and procedures required for use by partners on all task orders ensuring consistency regardless of team affiliation.</td>
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<tr>
<td>2 Management Responsibilities and Functions</td>
<td>Provides the oversight and direction for our performance</td>
<td>We assign every member of our team QC responsibilities. We define and disseminate the authority that each person holds in a clear and understandable manner. This means there is no ambiguity in who is responsible for what.</td>
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<td>3 Measurement, Analysis, and Clearly Defined Metrics</td>
<td>Supports all elements of the system and provides the basis by which we gauge our performance</td>
<td>We establish performance metrics based on measures in the QASP and continuously monitor progress. This promotes prevention over correction and encourages continuous improvement.</td>
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<tr>
<td>4 Central pillars of our QC system</td>
<td>Ensures successful delivery of solutions through effective communication; trained and certified employees;</td>
<td>We take a systemic view of every project. Proven processes need skilled and trained employees to implement. This is what differentiates us.</td>
</tr>
<tr>
<td><strong>Service delivery</strong></td>
<td>Ensures smooth closure and transition to the next phase. Defined processes ensure smooth transition for uninterrupted service continuity.</td>
<td>Our responsibility is not complete until we complete a proper closure – whether it is a deliverable or the project. We ensure clients continue to benefit from our solution.</td>
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