1.0 Purpose

Our Quality Assurance Plan (QAP) describes the methodologies we use to review processes and performance results, and assure they align with our customer's mission and quality requirements. The PWS and Performance Requirements Summary (PRS) play a key role in the QAP as they describe the overall objectives and establish specific performance measurements and metrics used to assess performance from a contract, team, and individual perspective.

1.1 Scope

The QAP applies to all Fort Sill Apache personnel working on Government and commercial contracts.

1.2 Objectives

The objectives of the QAP are to establish standards and processes that accomplish the following:

- Provide services and deliverables that meet or exceed the requirements per the PWS
- Support the customer mission with timely, accurate results
- Foster an environment that produces a high level of efficiency for individual and team performance
- Integrate continuous process improvement and innovation into all aspects of the work
- Optimize resource utilization, reduce costs, increase capacity, and maximize customer's return on investment

1.3 Quality Assurance Surveillance Plan (QAP)

Fort Sill Apache uses definitions of Quality Management System (QMS), Quality Control (QC), and Quality Assurance (QA) from the Fifth Edition of the Project Management Body of Knowledge (PMBOK) Guide.

- Quality Management System (QMS) – The processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken.
- Quality Control (QC) – The process of monitoring and recording results of executing the quality activities to assess performance and recommend necessary changes.
- Quality Assurance (QA) – The process of auditing/reviewing the quality requirements and the results from Quality Control measurements to ensure that appropriate quality standards and operational definitions are used.

1.4 Quality Management System (QMS)

We integrate quality into all phases and aspects of contract management and contract performance by adhering to policies and procedures compliant with International Standards Organization (ISO) 9000 Best Practices. We apply quality from two perspectives: the quality of the deliverable provided to the customer and the quality of the management processes

undertaken on the project to produce the final deliverable. Our Quality Management System (QMS) emphasizes the following principles:

- Prevention rather than detection
- Continual review of critical process points
- Corrective actions and outcomes
- Consistent communication within the process and among facilities, suppliers, and customers
- Thorough recordkeeping and efficient control of critical documents
- Total quality awareness by all employees
- Executive involvement and support

Fort Sill Apache Project Managers are ultimately responsible for implementing our QMS across all areas of the contract. He exercises this responsibility by educating and training contract personnel on the QMS and all quality functions and activities. We integrate Quality Control into our work processes. Our Quality Assurance allows us to validate that work processes are being followed, that they support the ultimate quality objective, and that our results meet or exceed customer or organizational requirements.

Our Management Team includes a Quality Assurance and Safety Manager to perform ongoing surveillance and conduct quarterly Quality Reviews. All employees have active roles in delivering quality for this contract.

1.5 Performance Requirements Summary (PRS)

The PRS serves as the basis for the QAP by establishing specific measurements and metrics for acceptable performance. We develop a PRS using the PWS and performance measures found in solicitation attachments. After contract award we will update the PRS to incorporate information not available to us until award.

Our Quality Assurance and Safety Manager maintains the PRS and establishes a schedule for annual reviews with our customers. We conduct more frequent reviews as warranted based on changing workload or as new projects unfold, and we incorporate the development of performance measurements for new work into our Project Planning.

We use S.M.A.R.T. methodology to establish performance measurements where each measurement or metric is:

- **S**pecific – target a specific area for improvement
- **M**easureable – quantify or suggest an indicator of progress
- **A**ssignable – specify who will do it
- **R**ealistic – state what results can realistically be achieved, given available resources
- **T**ime-related – specify when the result(s) can be achieved

We combine S.M.A.R.T. measurements with written processes to describe how the objective is to be achieved, recorded, and tracked. During surveillance and Quality Reviews, we assess our performance against objectives, and identify and report on any weaknesses in our process. We look for trends and patterns, analyze root cause and effect, and make adjustments if necessary to assure we meet the quality standard.

Another consideration when establishing performance measurements is the Cost of Quality. For example, adding personnel to a Customer Service Help Desk may significantly reduce the Average Speed to Answer. However, does the cost of the additional personnel return the needed investment and ultimately have a positive impact on meeting the mission? The answer lies within the requiring organization. We help our customers understand those tradeoffs. Through our QAP, we look for efficiencies that accomplish objectives while reducing the cost to our customer

1.6 Project Manager

Our Project Manager is ultimately responsible for meeting quality standards by incorporating an integrated QMS and QAP across the project, and for reporting results to the customer.

The Project Manager verifies that employees at all levels of the organization are familiar with the quality program and have the tools and training necessary to complete all Tasks and activities within the framework of the plan. The Project Manager's responsibilities also include:

- Meeting schedules and providing deliverables that conform to quality standards
- Planning and scheduling work in the most efficient and effective manner
- Developing a work breakdown structure (WBS)
- Establishing performance measures and metrics, and reviewing and updating performance measures annually or as needed
- Incorporating Quality Control into work processes
- Directing and prioritizing work to align with the ATF mission
- Implementing a Management Information System (MIS) to capture performance information, track deliverables, and document performance results
- Managing subcontractor performance to meet quality needs
- Taking preventive measures and corrective actions
- Leading performance analysis and eliminating or mitigating causes of quality problems
- Assessing the impact of change on Quality Control and Quality Assurance processes
- Communicating, reporting, and escalating quality issues as appropriate
- Building effective, collaborative, and customer-oriented professional relationships with ATF stakeholders in support of ATF's Partnering Philosophy
- Collaborating with ATF to ensure the COQ meets the Government's needs and expected ROI
- Ensuring Team Apache meets customer satisfaction targets

- Creating an environment that encourages innovation, continuous process improvement, and cost control without affecting service delivery.

The Project Manager reports to the Company LLC Manager and has full authority to act on behalf of the Company on all contract performance matters related to daily operations. The Project Manager is supported by the Deputy Project Manager (if required by the contract), the Quality Assurance and Safety Manager, Task Managers, the Executive Advisory Board, the LLC Manager, the Fort Sill Apache Business Office, and the contractor workforce as described in the following sections.

1.7 Deputy Project Manager
The Deputy Project Manager works with the Project Manager to ensure contract performance is quality oriented and customer-focused. The Deputy Project Manager receives a copy of all performance results and participates in all quality meetings. The Deputy Project Manager assists in performing the quality responsibilities identified in Section 1.6 for the Project Manager. He may also be tasked with leading continuous process improvement efforts and establishing performance measures for new work.
The Deputy Project Manager reports to the Project Manager and serves as the Acting Project Manager when the Project Manager is absent.

1.6 Quality Assurance and Safety Manager
We demonstrate our commitment to delivering superior quality by providing a dedicated Quality Assurance and Safety Manager. By positioning this role outside of daily task management, we provide more effective and independent reviews on the quality of our performance.

The Quality Assurance and Safety Manager reports to the Project Manager and has direct access to the Executive Advisory Board to provide independent assessments of contract performance in meeting quality and safety standards. The Quality Assurance and Safety Manager's primary responsibilities include:
- Reviewing quality and safety performance across the contract
- Maintaining the PRS
- Developing a detailed Quality Checklist for surveillance and Quality Reviews that correlate to the PRS and PWS
- Implementing the QAP by conducting quarterly Quality Reviews and ongoing surveillance, and then reporting those results
- Conducting annual reviews of the QAP and making approved revisions
- Providing quality results to the Project Manager for inclusion in weekly and monthly status reports and the quarterly Program Review
- Coordinating and tracking contract deliverables such as the SOPs for each area, updates to the Processing Reference Guide, and updates to the Training Manual
- Reviewing metrics and production levels for compliance with the PRS and PWS

- Managing the Team Apache MIS to capture performance information, and to track deliverables and performance results.

1.7 Task Managers

The Task Managers are responsible for integrating the Quality Control program into their respective organizations. They disseminate requirements to team members and allocate specific Quality Control responsibilities and accountability to their personnel. Task Managers ensure their teams have the training and tools needed to complete their work per Government and Fort Sill Apache standards. They take preventive and corrective actions for any quality issue uncovered in the course of daily work, and support problem analysis and continuous process improvement. Similar to the Project Manager and Deputy Project Manager, Task Manager primary responsibilities include:

- Meeting schedules and providing deliverables that conform to quality standards
- Planning and scheduling work in the most efficient and effective manner
- Establishing and/or meeting performance measurements and metrics for their respective areas, and reviewing and updating performance measurements annually or as needed
- Incorporating Quality Control into work processes
- Directing and prioritizing work to align with the ATF mission
- Utilizing the Team Apache MIS to capture performance information, and track deliverables and performance results
- Taking preventive measures and corrective actions
- Assisting with root cause analysis
- Assessing the impact of change on Quality Control and Quality Assurance processes
- Communicating, reporting, and escalating quality issues as appropriate
- Building effective, collaborative, and customer-oriented professional relationships with ATF stakeholders in support of ATF's Partnering Philosophy
- Ensuring their teams meet customer satisfaction metrics and standards
- Creating an environment that encourage innovation, continuous process improvement, and cost control without affecting service delivery

1.7 Executive Advisory Board

The Executive Advisory Board consists of Fort Sill Apache Industries President, Vice President of Operations, Director of Contracts, and the LLC Manager. These senior executives serve as a resource for the Quality Assurance and Safety Manager and bring a wealth of knowledge to our program.

1.8 Contract Workforce

Every Fort Sill Apache employee is responsible for quality and customer satisfaction. Team members have extensive technical knowledge and experience in the areas of their work assignments and are encouraged to identify and recommend process improvements. Team

Members may have specific responsibilities for assuring quality within their work unit, and may be cross-trained in other job duties to improve efficiency and to aid in Quality Assurance peer reviews.

1.9 Business Office

The Fort Sill Apache Business Office also plays a vital role in the QAP by providing current and correct information to the PM as needed. Functions include:

- Providing a local interface between the contract and corporate business offices for Human Resources, property management, and equipment/supply procurements
- Providing monthly cost information subtotaled at various levels of the WBS
- Coordinating with the corporate business office to provide the COR with accurate, timely invoices that include the funded value, previous cumulative billing, current billing, and remaining balance
- Providing the Project Manager and management staff with immediate business process, financial, and personnel support
- Coordinating information in response to employee or customer questions, concerns, and data calls.

1.10 Quality Assurance Implementation and Techniques

We use a number of techniques to assure the quality of deliverables and to identify deficiencies before performance becomes unacceptable. Examples include:

- *Historical Data:* Reviewing similar projects helps identify potential issues and patterns.
- *Requirements Definition.* Establishing and communicating well-defined requirements empowers managers and employees to meet expectations.
- *Standards Definition.* Establishing specific quality criteria and standards allows team members to create a common language and common understanding of performance objectives.
- *Skilled Staff.* Maintaining a knowledgeable, well-trained staff can have a direct, positive impact on the quality of deliverables.
- *Quality Reviews and Surveillance.* Independent reviews of performance against established metrics and measurements provide validation that the project is on track and likely to produce deliverables and service levels that meet requirements
- *Change Control.* Effective change control includes implementing only those changes that are absolutely necessary and then ensuring the changes are properly documented and communicated to affected team members.
- *Observation.* Supervisors and Leads who are closest to the work are often the first to notice issues that could impact contract performance.
- *Customer Feedback.* Information from our customer provides an essential tool for early problem detection and process improvements.

Throughout the life of the contract, we employ many Quality Assurance Surveillance techniques for the contract effort.

1.11 Quality Reviews and Surveillance

Fort Sill Apache conducts reviews and ongoing surveillance during the project lifecycle to assess the quality, consistency, comprehension, and completeness of project deliverables and activities, to monitor production levels and workload, and to find efficiencies that produce cost savings or enable team members to increase production.

The PRS establishes the criteria for acceptable levels of performance and serves as the basis for Quality Reviews.

1.12 Review Techniques

We use peer reviews and customer satisfaction surveys as techniques for producing and validating that services and deliverables conform to contract quality standards.

Peer Reviews. Our Quality Assurance process includes peer reviews of work products conducted by senior employees. These employees may also contribute to developing Quality Checklists for their work unit, and serve as informal quality advisors and/or Subject Matter Experts for new employees.

Customer Satisfaction Surveys. We measure customer satisfaction through quarterly Customer Satisfaction Surveys completed by the customer's managers. We evaluate customer feedback by calculating scores, tracking and documenting satisfaction rates, and identifying issues and potential issues for resolution.

While our quality system and surveillance plan is aimed at ensuring compliance with all PWS tasks and standards, we also realize that customer feedback provides us with equally valuable input regarding the quality of our performance. Client/customer communications (e.g., complaint, observation, or compliment) regarding products or services delivered by Fort Sill Apache are considered as customer feedback. Feedback from customers can come in many forms, including anecdotal conversation, telephonic comments, written correspondence, email, and surveys. Customers also have a formal feedback mechanism in the form of a quarterly performance evaluation.

The Project Manager is responsible for defining overall customer satisfaction objectives and monitoring critical customer satisfaction metrics. Likewise, Task Managers are responsible for meeting specific customer satisfaction objectives, selecting metrics for monitoring and reporting in accordance with the contract, and reporting subsequent results to the Project Manager. We require all members of the Management Team to meet metrics and customer standards by**:**
- Maintaining a viable customer service program
- Knowing their customers

- Accepting that customer feedback is a critical tool for identifying opportunities for improvement
- Reviewing customer surveys and investigating any negative feedback
- Analyzing customer survey to identify any adverse trends
- Talking to customers in order to gather informal feedback about performance
- Discussing customer satisfaction issues during management meetings and implementing appropriate actions

1.13 Quality Review

Throughout the contract period of performance the Quality Assurance and Safety Manager conducts Quality Reviews to include:
- Random inspections of work being performed by Task Managers and other team members.
- Review of performance metrics, to include trend analysis.
- Scheduled inspections of products and services.

The Quality Assurance and Safety Manager also conducts a quarterly review in conjunction with the Program Review. This includes meetings with customer Management and Task Managers to solicit input and feedback regarding team performance. All nonconformities discovered during random reviews or quarterly reviews generate a Corrective Action Report for further investigation and corrective action. To ensure corrective actions were implemented and circumvent the recurrence of the original nonconformance, all CARs are reviewed on a monthly basis. Surveillance

The Quality Assurance and Safety Manager performs surveillance at regular intervals to verify compliance with management system documentation. This process ensures ongoing continuous process improvement activities at all levels, and continued effectiveness of the quality program. The frequency of surveillance is determined by a schedule based on, but not limited to, factors such as:

Surveillance: The Quality Assurance and Safety Manager performs surveillance at regular intervals to verify compliance with management system documentation. This process ensures ongoing continuous process improvement activities at all levels, and continued effectiveness of the quality program. We determine the frequency of surveillance by developing a schedule based on factors such as:
- Significant changes in requirements or production
- Previous review and surveillance results
- Significance of area-specific activities
- Team Apache specified requirements

The Quality Assurance process includes an in-depth review of process documentation and reference materials, interviews with staff, observations of the processes, and analyzing potential findings. Following reviews, the Quality Assurance and Safety Manager submits a written report to the Project Manager and Deputy Project Manager.

1.14 Review of Process Documentation and Reference Materials
The Quality Assurance and Safety Manager reviews all applicable requirements, process documentation, and any reference materials that are used to perform daily tasks. The Quality Assurance and Safety Manager documents findings on the Quality Assurance checklist, noting any missing process documentation or inadequacy of the items under examination. If necessary, the Quality Assurance and Safety Manager contacts appropriate project personnel for clarification or to request additional documentation.

1.15 Interviews
The Quality Assurance and Safety Manager interviews team members about work processes and compares their responses to actual process description documentation. The Quality Assurance and Safety Manager records the responses on the Quality Checklist and reviews those results to identify areas needing improvement.

1.16 Process Observation
At times, the Quality Assurance and Safety Manager may choose to observe work being performed to verify that the activities and steps are consistent with documented procedures and contract requirements. The Quality Assurance and Safety Manager records the observation results on the Quality Checklist and may conduct follow-up interviews with staff.

1.17 Quality Findings Analysis
Following the quarterly Quality Review, the Quality Assurance and Safety Manager completes a draft Quality Report, which is reviewed by the Project Manager, Deputy Project Manager, and Task Managers. The preliminary report documents the process review, interviews, process observations, conclusions, and any non-conformances. Potentially sensitive findings or observations uncovered during the review are noted on the Quality Checklist. The Quality Assurance and Safety Manager immediately notifies the Project Manager of these issues.

1.18 Quality Findings Validation
The Quality Assurance and Safety Manager validates the findings or observations prior to formally documenting the results on a Corrective Action Report and in the final Quality Report. This ensures the findings are based on sufficient, logical, and relevant information and provide a reasonable basis for findings, observations, conclusions and recommendations. The Project Manager is the final decision authority on whether a discovery should be a finding or an observation. This decision is based on the following parameters:

- Findings are documented when evidence shows that the process does not follow the published process or procedure, or if there is non-adherence to Team Apache or ATF policies; findings are recorded both on the quality Checklist and the Corrective Action Report
- Observations are documented when the Quality Assurance and Safety Manager discovers an opportunity for improvement to existing processes or documentation (examples include a process that is outdated, incomplete, unclear, or confusing); observations are recorded only on the Quality Checklist.

1.19 Quarterly Quality Report

The Quality Assurance and Safety Manager prepares the final Quality Report, including the Corrective Action Report, if applicable. The Quality Report includes the following information:

- **Introduction** – identifies process and locations reviewed
- **Scope** – identifies what is covered by the Quality Review
- Process or Product Description – a bulleted list of the Quality Review results/findings
- **Summary** – findings and observations
- **Quality Checklist and Corrective Action Report (if applicable)**

The Quality Assurance and Safety Manager sends the final Quality Report to the Project Manager and Deputy Project Manager electronically and in paper copy, and to the FSATech Manager electronically. If serious issues are identified, the Quality Assurance and Safety Manager forwards a copy of the Quality Report to the Executive Advisory Board. The Quality Assurance and Safety Manager maintains a paper copy in the QAP files and enters any non-conformances into the Corrective Action database. The Project Manager also maintains a copy in the contract file.

1.20 Continuous Process Improvement

As part of our total mission focus on delivering exceptional quality and services, we use a Continuous Service Improvement (CSI) and Continuous Process Improvement (CPI) methodology to identify and recommend improvements to increase overall efficiency and reduce costs in meeting the customer's mission needs and its stakeholders' requirements. We base techniques for implementing CSI and CPI on quality management, Quality Control, Quality Assurance, and ISO 9001 compliant processes. We leverage the ISO 9001 certified processes and procedures gained as part of the FSAI acquisition of Tessada and Associates, Inc. to provide a foundation for benchmarking existing contract processes and procedures.

Our contract Management Team is responsible and accountable for infusing CSI and CPI throughout the contract. Our first step is to learn the current processes and procedures of the NTC, FESD, and FATD. We use CSI and CPI to establish standardized processes to improve operational performance and increase value to our customers through process improvements, quality management, change management, innovations, and technology infusion while

maintaining or reducing costs to ATF. The following paragraphs describe our approach to providing CSI and CPI for our customers.

1.21 Incorporating CSI/CPI into the Contract
Our organizational structure includes a Quality Assurance and Safety Manager to ensure CSI/CPI is consistently and constantly applied across the contract. We maintain attention on CSI in our ongoing effort to increase efficiency and effectiveness; improve products, services and processes; and reduce cost without sacrificing quality or customer satisfaction.

We believe it is vital that CSI and CPI work in tandem with each other so as not to waste effort. We facilitate this coordination by modelling our process after the CSI specific seven-step improvement process and pull from other proven processes (e.g. decision analysis and Lean Six Sigma), depending on the nature and complexity of the project. We use design and transitional phases of service; documented principles, practices and methods of quality management; change management; and process improvements to enhance our service strategy. In addition, we include strategic alignment, governance, performance and maturity, and tools and technology in our CSI and CPI process.

We incorporate CSI/CPI into the contract through the following techniques:

Communication – We ensure that employees understand the importance of CSI and CPI and their role in incorporating it in their daily operations. We accomplish this through training that starts with a briefing on CSI/CPI as part of our new employee orientation. We reinforce that training through monthly updates from the Project Manager that describe our successes and provide a status on ongoing projects.

Documentation – The Quality Assurance and Safety Manager logs improvements, along with new technologies and innovations, into our quality database.

Tracking – We track improvements using various methods, templates, and quality tools such as flow charts, pareto charts, and cause and effect diagrams, as well as other documentation.

Knowledge Sharing – We disseminate the knowledge gathered and obtained through improvements and incorporate that knowledge into self-help areas to increase productivity and improve service. Our Management Team is committed to ensuring that we effectively identify improvement and streamlining opportunities throughout the entire service lifecycle with necessary alignment and re-alignment of services based on evolving business needs. We socialize breakthrough thinking and embed it into the organization to become a routine practice.

Evaluation – The Quality Assurance and Safety Manager conducts a quarterly evaluation of our process and resulting efforts to determine what is working, what isn't working, what needs to be improved, and what needs to be deleted.

The Quality Assurance and Safety Manager provides expertise for improving processes to increase operational performance. The Quality Assurance and Safety Manager ensures that CSI and CPI efforts are closely coordinated and that we implement the following steps:

1. Identify "What should be measured?" based on vision, strategy, business need, and goals.
2. Determine "What can be measured?" Not all items that should be measured, can be measured based on available data. The focus is on measurements that are beneficial. If data is not available, the Quality Assurance and Safety Manager performs an evaluation of what it would entail and how long it would take to obtain the data.
3. Collect data (i.e. who, how often, method, data integrity criteria, operational definitions, and service management) and compare it to the goal to determine if the goal has been reached. If not, identify if the goal can realistically be reached and what it would take to reach the goal.
4. Process the data (e.g. style, format, tools, and reasonableness check) for review.
5. Analyze the data to determine any patterns, trends or discrepancies.
6. Present data to stakeholders with discussions around goals met and not met.
7. Implement corrective action through documentation of improvements, adding/updating the process, creating a new baseline and repeating steps.

We apply other proven processes, such as decision analysis and Lean Six Sigma, depending on the nature and complexity of the project. We use design and transitional phases of service; documented principles, practices and methods of quality management; change management; and process improvements to enhance our service strategy. We also include strategic alignment, governance, performance and maturity, and tools and technology throughout our CSI and CPI process.