ISP JV QUALITY CONTROL PLAN

The ISP Team's quality management program complies with ISO standards for quality management (ISO 9001:2008), the ITIL framework, and the SEI CMMI. It incorporates quality planning, QA oversight, QC monitoring, self-reporting, and continuous improvement to deliver creative and innovative solutions that: (1) achieve operational and strategic objectives; (2) produce measurable results that meet or exceed performance standards; (3) are performed on-time and within budget; (4) earn outstanding customer service ratings; and (5) adhere to DHS requirements, including all applicable security policies, directives, guidelines, and regulations.

The ISP Team's QA program will be built on the registrations and certifications earned by JV partners ZAI and CITI, as well as those of our core team partners. Both ISP JV partners (ZAI and CITI) have earned ISO 9001:2008 and CMMI Level 3 certifications. Kratos is CMMI Level 3 certified and has ITIL-certified staff. Kratos and Fulcrum IT are each ISO 9001:2008 registered. The ISP JV partners have a proven track record for high-quality performance managing complex, IDIQ, performance-based contracts like EAGLE II. Much of our current work is performed on multi-task and performance-based contracts, where we have consistently earned excellent or outstanding ratings.

Quality Planning

Quality planning forms the cornerstone of our quality management approach. ISP will deliver top-quality services and products by defining performance expectations and then designing and building quality into every aspect of our solution. ISP will develop and maintain a Quality Management Plan (QMP) at the contract level to document quality policies and practices, roles and responsibilities, performance standards consistent with contract requirements, measurement techniques to verify conformance, quality reporting, and problem resolution. The contract QMP will also include the plan template for TO Quality Control Plans (QCPs) that will address the same elements identified for the contract QMP, but will be tailored for the specific requirements of each TO. For performance-based tasks, we will also develop the Performance Requirements Summary (PRS) to define performance standards and award fee measurements aligned with the Quality Assurance Surveillance Plan (QASP) that will be used by the TO COTR to evaluate performance. The TO QCP, including the PRS when appropriate, will be finalized during task start-up and provided as deliverables to the TO COTR for approval.

Quality Assurance

Quality is the responsibility of everyone on the ISP Team; each TO will have a QA Lead or a designated QA representative to oversee quality performance. The PMO QA group will perform independent QA activities to verify adherence to the established standards and processes documented in our contract and TO QCPs. In addition, the PMO QA group will oversee adherence to ISO and CMMI principles on individual TOs. Our QA activities will include independent audits to verify that quality processes at the contract and task level conform to the contract-level QMP and TO QCPs; project and task plans, work products, and deliverables comply with our ISO and CMMI Level 3 practices; and outcomes meet or exceed performance expectations. ISP executive management will lead quarterly QRB meetings that will include program reviews for each of the active TOs, reviews of quality audits, and a presentation by the PM of overall contract quality results. The PMO QA group will have the independence to provide objective assessments about our performance and to support the management team and TIB in identifying and assessing continuous process improvements.

Quality Control

QC monitoring techniques will be incorporated throughout our workflow with a goal of preventing errors before they occur, and we will conduct independent quality inspections to keep errors out of final work products. In conjunction with QA reviews, we will conduct QC verifications at the contract and task levels that will be appropriate for the work to be performed or product to be

delivered. Contract-level QC will be led by the ISP PM, who will conduct and verify quality checks. Overall TO quality performance will be the responsibility of the TM and QA Lead, with all staff responsible for producing quality work. TMs and the QA Lead will perform independent quality monitoring and inspections. The size and complexity of task-level QC staff, monitoring, and inspection activities will vary based on specific task requirements. The QA/QC techniques we will use are described in *Table 1*.

Table 1. ISP's Quality Assurance and Control Methods for EAGLE II

QA/QC Methods	Description
Quarterly Program Reviews	Internal management reviews of contract and TOs for performance against schedules, budgets, and requirements; reviews of quality results and audits; monitor client satisfaction.
QA Process Audits	Reviews to verify compliance with contract and task quality plans.
QA Product Audits	Independent evaluations/assessments of deliverables, work products, and service outcomes.
ISO/CMMI Audits	Reviews to verify compliance with ISO 9001:2008 and CMMI Level 3 practices.
Monthly Management Reviews	Reviews to monitor and control TO schedules, budgets, performance, and issues; review final deliverables and work products; conduct recurring performance reviews with project staff; monitor client satisfaction.
Monthly Quality Reports	QA audit reports; QC reports of actual performance compared to performance standards/PRS; open issue/resolution logs; risk/mitigation log.
Technical Client Reviews	Contract and task-level performance reviews with clients to review milestones and major deliverables; monitor satisfaction.
Peer/SME Reviews	Peer-level and SME reviews at key milestones and for deliverables.
Inspections	Independent verifications of results/outcomes.
Test Plans/Tests	Product tests for suitability, usability, and achievement of requirements.
Risk Reviews	Reviews to monitor and mitigate technical, schedule, and program risk.
Customer Surveys	Measures of the level of customer satisfaction with performance.

Quality Reporting and Continuous Improvement

ISP will document quality results and self-report outcomes against established performance standards. Our quality reports will provide the baseline for communicating current performance and measuring continuous improvement initiatives. We will maintain quality records and reports in *ManagementScope* and will use this information to conduct internal and client performance reviews, analyze lessons-learned, share successes, and reward team and individual
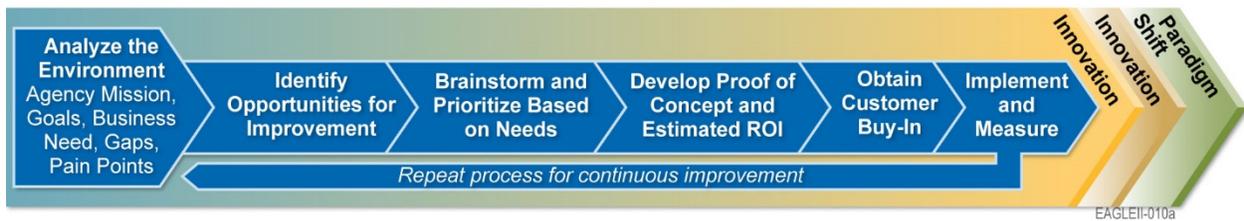
> **ISP Continuous Improvement Program (CIP)**
>
> CIP reduces performance cost, improves customer service, and delivers quality innovative products/ solutions that exceed expectations.

performance that exceeds requirements. Corrective action tracking will be an important element of our quality reporting process. As issues or problems arise, they will be documented and logged into our issue tracking system. ISP staff will be encouraged to report perceived problems, and recommend improvements that result in higher quality, better resource usage, and problem avoidance. A root cause analysis will be conducted on reported problems; Corrective Action Plans developed, vetted, approved, implemented, and monitored through final resolution. We will also conduct and document lessons-learned to surface and document tacit knowledge that will be valuable for future efforts.

Our transparent approach to reporting and sharing quality results and lessons-learned, as well as rewarding positive outcomes, motivates our staff to deliver superior performance. Our quality reports communicate valuable information to baseline current performance, monitor and prevent problem occurrence and recurrence, and identify approaches for further improvement.

Exceeding the mission by routinely innovating and continuously improving is a culture that is inherent within the ISP Team. Through our *ROInnovation* approach (*Figure 2*), we help clients

transform their businesses, improve services, and drive down operational costs. ***ROInnovation*** is an approach that weighs the benefits of technology change or process re-engineering to improve performance, improve services, and/or reduce costs, while providing a means to ensure the innovation will provide measurable results. All members of our team will be encouraged to identify and recommend improvement initiatives. The PM will lead continuous improvement initiatives by convening integrated process teams to analyze performance outcomes, identify gaps or emerging client needs, brainstorm ideas, evaluate lessons-learned, and recommend solutions for improvement. The TIB will promote ***ROInnovation*** by facilitating technology transfer between teaming partners, bringing together our best technical experts to address new and emerging needs, share successes, and evaluate emerging technologies. The TIB will bring the expertise to conduct independent ROI analyses to ensure the innovations we recommend yield results that meet the client's strategic, operating, and financial goals.

Figure 2. *ROInnovation*