 <b>Command Decisions Systems &amp; Solutions, Inc.</b> 13045 Harvest Place Clifton, VA 20124	<b>STANDARD PRACTICE PROCEDURE (SPP)</b>	
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## CDS<sup>2</sup> QUALITY ASSURANCE PROGRAM (QAP)

### 1. PURPOSE:

The purpose of this document is to establish standard procedures for quality assurance processes and activities that are integral with projects/contracts managed by Command Decisions Systems & Solutions, Inc. (CDS<sup>2</sup>). Quality is an integral part of CDS<sup>2</sup>' culture and overall business strategy. Our commitment to quality sets the tone for the performance and the ethical conduct of our staff. Our company quality policy is *"Quality People Providing Quality Service, Meeting or Exceeding Customer Requirements Through Continuous Improvement of our Quality Management System."* CDS<sup>2</sup> provides the highest quality products and services produced in a creative and open environment. Beyond the quality of our people, technical excellence, and effective management through ethical practices, CDS<sup>2</sup> motto is to "Demand Excellence". Satisfied customers know this is more than just a slogan, at CDS<sup>2</sup>, it is the way we operate.

### 2. DEFINITION:

A Quality Assurance Program is defined as the policies, objectives and procedures established by CDS<sup>2</sup> senior management for the application of quality processes to all operations. In addition, the quality assurance program includes the documents at all levels of the company such as quality manuals, standard quality policy, quality assurance plans, standard operating procedures, and quality assurance project plans which establish criteria for how CDS<sup>2</sup> does business.

### 3. SCOPE AND DEPTH OF POLICY:

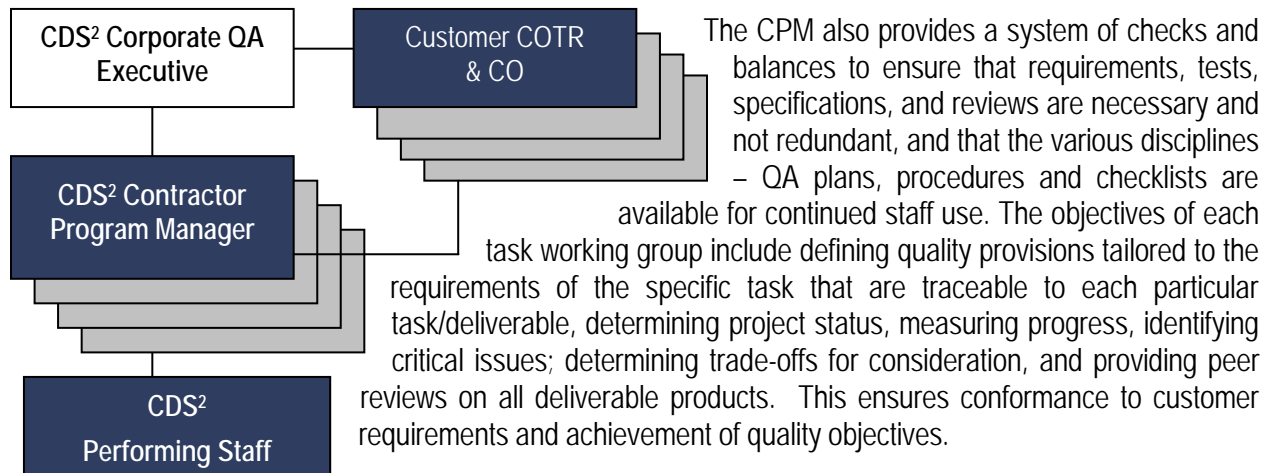
The QAP ensures that material, data, and services conform to CDS<sup>2</sup>' customer specified contract requirements and CDS<sup>2</sup> Quality Management System. This QAP documents how CDS<sup>2</sup> will maintain the status of requirements of conformance, the identification and resolution of contract/project issues/action items, the implementation of corrective action and reporting of current status. It is applicable for all CDS<sup>2</sup> operations and business processes and establishes detailed procedures for the quality review of CDS<sup>2</sup> business and corporate operations, delivered products and services.

### 4. STATEMENT OF POLICY:

CDS<sup>2</sup> ensures that these policies are understood, implemented and maintained at and by all levels of both the corporate and contract/project organizations. We are committed to supplying our customers with the agreed quantity of specified products and services, free of defects and delivered on time and at the agreed upon prices.

### 5. QUALITY MANAGEMENT ORGANIZATION:

CDS<sup>2</sup>' Corporate Quality Assurance Executive and assigned Contractor Program Managers (CPMs) have overall responsibility and accountability for quality performance. The CPM has the authority to require the assessment of any task parameter and to delegate quality task assignments to personnel or working groups supporting the contract/project and task. The CPM promulgates the contract QAP requirements to staff and working groups to ensure that the QAP is uniformly implemented; and that the staff integrates quality standards into all interdisciplinary functions.




CDS<sup>2</sup> CPM has the responsibility for: continuous improvement, communicating requirements, ensuring products and services conform to requirements, reducing costs through prevention-oriented quality systems, maintaining schedule integrity, introducing new methods, ideas, and promoting quality awareness through training. The performing staff participates in analyzing new requirements, making recommendations to correct deficiencies, and discussing new capabilities to satisfy emerging requirements. Our QA approach maps to clearly defined work processes and an integrated team that fully understands the requirements and future challenges of the contracts and task orders they are assigned to support.

Performance assessments are done routinely by the CPM and reported in contract Monthly Status Reports (MSR). CDS<sup>2</sup> Corporate Quality Manager also meets with the Customer Contracting Officer Technical Representatives, (COTR) and Contracting Officer (CO) on a quarterly basis to review contract performance and solicit feedback on areas that could be improved. This quality review provides our customers the opportunity to give feedback that they might not necessarily give to their direct support personnel and the CDS<sup>2</sup> CPM. Annually, the CDS<sup>2</sup> Corporate Quality Manager meets with the CPM to review contract performance including timeliness, accuracy, and overall customer satisfaction based upon personnel knowledge, understanding, and quality of service and responsiveness. Particular attention is placed on metrics, problems experienced, corrective actions taken and improvements made.

## 6. RESPONSIBILITIES:


- 6.1 CDS<sup>2</sup>'s senior management have overall responsibility for establishing the policies and objectives for the CDS<sup>2</sup> Quality Assurance Program and assuring that all employees understand and implement appropriate quality program standards in their work.
- 6.2 Company executives and Program Managers are responsible for the implementation of all applicable quality elements in project operations. These responsibilities include:
  - 6.2.1 Implementation of quality policy, objectives, and procedures.
  - 6.2.2 Maintaining records of the evaluation and approval of supplier quality programs.

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- 6.2.3 Assisting and supporting operations on achieving accreditations, certifications, client approvals, and similar recognitions of qualification to perform work.
- 6.2.4 Evaluating and clarifying proposal and project quality requirements.
- 6.2.5 Assisting in the preparation of project quality documents.
- 6.2.6 Assessing, as appropriate, project conformance to quality criteria.
- 6.2.7 Aiding in the formulation of corrective action plans.
- 6.2.8 Assisting in measuring client satisfaction and determining trends.
- 6.2.9 Advising senior management on quality process status and making recommendations for improvements.
- 6.3 Program Managers are responsible for implementing the required quality assurance programs and thus for the overall quality of their contract performance and task order projects. Program Managers will ensure that their team members are aware of project quality requirements and that they have been properly trained.
- 6.4 CDS<sup>2</sup> employees, at all levels, are responsible for following the quality policies and procedures established by CDS<sup>2</sup>.

**7. PROCEDURES:**

- 7.1 Project quality management starts with understanding the clients for whom we provide services. The Program Manager will ensure that the project team understands the client's quality requirements, which may include accreditation/certification to specific quality program, compliance with documented standards, or unique criteria associated with the client's supplier qualification program. Some key quality management elements include the project team's:
  - 7.1.1 Knowledge of the CDS<sup>2</sup> Quality Assurance Program, including the project specific Quality Assurance Plan and Procedures
  - 7.1.2 Thorough understanding of the client's quality criteria.
- 7.2 The first step in the project will be development of a detailed project work plan, which includes identification of those risks which may cause deviation from expected scope, schedule, budget, or level of quality, and specific quality objectives and measures to deal with those identified concerns, including the specific quality assurance and/or quality control requirements. Client participation in the planning phase will be sought. A quality assurance project plan and quality control plan/checklist will be prepared, as appropriate.

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- 7.3 If there are special client requirements for quality, the Program Manager will ensure that the quality assurance project plans are revised to include all additional project quality elements that are needed to perform the work for that client. In addition the Program Manager will ensure that the project team has reviewed the client requirements for quality and is prepared to implement those requirements.
- 7.4 The project team will also evaluate any quality requirements, which may be necessary due to legal or regulatory conditions associated with the work to be performed. The potential client may or may not be aware of these quality criteria. If the client is not aware of these conditions, CDS<sup>2</sup> shall provide the information to the client as a part of the proposal preparation activities
- 7.5 Once it has been determined that CDS<sup>2</sup> is capable of meeting all of the client's project requirements, a proposal will be prepared and submitted. In the proposal, CDS<sup>2</sup> will commit to meeting the client's requirements or, if unable, will clearly define any deviation from the client's request. An alternative proposal may be appropriate if CDS<sup>2</sup> has a strategy by which the client's requirements can met in a more cost-effective manner. Any alternative proposal will be based on a clear understanding of the client's needs and will appropriately address their specific requirements.
- 7.6 After award, and as the project advances into the execution phase, the CPM will maintain close communications with his/her team. Team members often have direct contact with the client and the client's representatives, and these contacts are important for project quality management and client satisfaction.
- 7.7 A central CDS<sup>2</sup> principle of client-focused project management is that there will be "no surprises" for the client. When project changes or problems occur, this information, including any proposed corrective actions, will be promptly and clearly communicated to the client. The client's concurrence with the selected course of action is essential. The CPM will keep the project team informed and require that each member of the project team advise the CPM immediately of any potential changes in the team member's scope, schedule, budget, or level of quality. This will allow the CPM to advise the client in a timely fashion.
- 7.8 The CPM will plan, at the inception of the project, when to periodically assess the quality elements of the project to confirm that all of the client's quality requirements are being met. The CPM will then follow that plan during project progress. In the case of a major project, the project may include a person who is specifically assigned to oversee the defined quality assurance/quality control activities.
- 7.9 The goal of all project activities, including quality management, is to fulfill client needs and objectives and to achieve client satisfaction. The deliverable document to the client, whether a report, an analysis and recommendation, or some other product, will be accurate, complete, understandable, professionally presented, on time, and within budget. Every piece of data, measurement, calculation, observation, determination, test, or other information leading up to a final report will be verified for accuracy before it is included in the report. In addition, the quality management techniques of peer review and/or third person proof reading will be utilized prior to issuing a deliverable.

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7.10 Quality management continues after the client has received the project deliverable. The client will be contacted as soon as possible after delivery to confirm that the deliverable was received in acceptable condition and to determine whether the client has any questions. If the client has received and reviewed the deliverable, the CPM will determine the client's level of satisfaction. If the client has not sufficiently reviewed the deliverable to determine degree of satisfaction, the CPM will schedule a follow-up call/visit for when the client's review has been completed. If the client has questions or concerns with the project, associated deliverable, or invoices, immediate action will be taken to understand and, if possible, resolve the questions/concerns. The CPM will take the initiative and lend all efforts to improving the level of client satisfaction.

**8. CORRECTIVE ACTIONS/PREVENTATIVE MEASURES:**

Prevention is designed into our quality system approach. Corrective actions will be taken whenever an issue arises. CDS<sup>2</sup> approach is to fix before failure, however we recognize that situations can arise that were not expected. We apply a systematic process and investigative approach to problems to determine the root causes and process improvements; thereby correcting the immediate problem and the process long term.


On those occasions where a problem or quality issue has occurred a Corrective Action Report (CAR) is initiated. In these cases, the individual who discovers the incident initiates the report. When incidents occur, speedy resolution is essential. The CPM is responsible for taking appropriate measures to resolve the issue within 24 hours of notification of the occurrence. The resolution will not be considered complete until the CPM has met the following criteria:

- Identification of required corrective actions and implementing actions impacted by the incident;
- Notification to the customer of an incident and of CDS<sup>2</sup> plan to correct the incident by obtaining confirmation that the customer is satisfied with the plan for correction; and
- Identification of all follow-up actions, including: recording recommendations and lessons learned and implementing a process improvement plan.

The CPM must notify the CDS<sup>2</sup> President of an incident within 24 hours of its occurrence and must follow up within 48 hours by a written report that identifies the condition, location, personnel involved, impact, mitigation and recovery plan.

**9. ORGANIZATIONAL CONFLICTS OF INTEREST (OCI):**

CDS<sup>2</sup> has an excellent reputation as an "honest and trusted partner". We are intimately aware and trained on the FAR concerning conflict of interest. Should any situation arise with even a perceived conflict, CDS<sup>2</sup> will immediately notify the Contracting Officer and COTR to seek timely resolution.

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**10. QUALITY ASSURANCE TRAINING:**

Quality is an intrinsic part of CDS<sup>2</sup> approach to customer service and is eminent to continued satisfaction. CDS<sup>2</sup> requires the CPM to implement quality training, measure performance and report on specific improvements. All employees are trained in CDS<sup>2</sup> QAP and in implementing continuous quality improvement into their daily performance. CDS<sup>2</sup>, as part of our employee development system, recognizes achievements in quality improvements with monetary awards as well as peer and public recognition.

**11. RECORDS/DOCUMENTATION**

- 11.1 Project records must be comprehensive, complete, defensible, readily available, and retained per company criteria, regulatory requirements and/or mutual agreement with the client.
- 11.2 The level of client satisfaction with a project will be documented and used as a reference for future communications with the client on the current or new projects. In addition, the client's comments will used for the improvement of CDS<sup>2</sup>'s processes and/or services.