EAGLE II Quality Control (QC)

The ECS QC process is an integrated and closed loop system designed to produce continuous improvement of performance and deliverables. It is consistent with our certified ISO 9001:2008 standards and CMMI process control methods. Performance is monitored through multi-level inspections for real-time detection and correction of errors to ensure that all quality metrics and standards are met before delivery. Surveillance by our Task Order Managers provides a *second set of eyes* on the production cycle, and audits on our quality-based processes. Performance metrics and customer surveys are collected, recorded, and tracked within PAMS to report quality trends and determine priority for maintaining or improving quality. Preventive action plans proactively target processes or resources that are critical to maintaining performance at acceptable levels. Corrective action plans for processes or resources are immediately implemented to correct and improve performance to expected levels. The table below details how our quality control lifecycle is integrated throughout the project management activities – planning, executing, tracking, correcting, and continuously improving.

| ECS QC Lifecycle |
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| Phase | Activities | Benefit |
| Initiation and Planning | * Define metrics and thresholds
* Define surveillance methods and times
* Define Acceptable Quality Levels
* Finalize QC Plan (QCP)
 | * AQLs meeting customer priorities
* Metrics and surveillance designed to identify problems before service is disrupted
* Agreement on performance measures, and standards
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| Executing and Control | * Implement quality awareness and training program
* Conduct in-process inspections of services / products
* Capture / report performance metrics
* Conduct final inspection before delivery
 | * Full buy-in and commitment to quality program by all Team staff
* Quality is inspected throughout the program to identify and correct problems early
* Deliverables inspected before submission to ensure highest levels of quality
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| Reporting | * Report on performance trends
* Report on milestone reviews and quality tests
* Audit services / products / processes
 | * Potential problems are identified before performance falls below AQLs
* Verifies that quality programs meet the customer objective
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| Correcting | * Initiate preventive actions—quality trends acceptable but below thresholds
* Implement corrective actions—quality trends below acceptable levels
 | * Problems corrected before service is affected
* Service outages / failures are minimized through rapid response
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| Plan-Do-Act-Check | * Conduct root cause analysis of deficiencies
* Capture lessons learned
* Revise QCP
* Conduct customer surveys
 | * Closed-loop process maintains *voice of the customer*
* Focus on solving the cause versus treating the symptoms of problems
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Using the contract level EAGLE QCP as a baseline, QCPs will be developed for each EAGLE II task order and will combine metrics, performance thresholds, surveillance plan, schedule, and AQLs to ensure the service provided complies with standards and requirements set forth by the task order’s Performance Work Statement (PWS). The QCP will be a living document throughout the lifecycle of the task order. All levels of our EAGLE II organization will be involved in implementing the QCP and will perform self-inspections; conduct peer reviews, and participate in product reviews and readiness reviews prior to submitting major deliverables. The table below illustrates how our project staff and corporate management structure is engaged in the control of all performance elements.

| ECS’ QCP Methodologies, Responsibilities, and Frequency to Ensure All EAGLE II Users receive High Quality Services and Products |
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| How | Who | When | Why |
| Technical Quality Control |
| Self-Inspections | Entire project staff | Continuously | Immediate correction of errors or defects |
| Peer Witness and Inspection  | Technically proficient team members  | During service delivery or product development | *Second set of eyes* identify defects or non-compliant service levels |
| Formal Customer Review  | COTR and project staff | During service delivery or product development | Provide customer insight into performance service levels or product quality measures |
| Formal Acceptance Review  | COTR and ECS Team project participants | Prior Pre-delivery | Document all service performance or product technical requirements are satisfied |
| Customer Feedback | COTR, team leader, or service requestor with staff | Post-delivery | Solicit feedback to develop *Lessons Learned* database |
| Informal and Formal Process Audits  | ECS Quality Assurance Manager | Unannounced and quarterly | Verify compliance to service processes and QC procedures on a periodic basis |
| Staff Quality Control |
| Witness – Listen and Observe | Program Manager | Frequently and when appropriate | Provide timely advice, accolades, or admonishment on individual’s performance  |
| Performance Reviews | Program Manager | Annual Written Evaluation | Provide formal performance assessment, document strengths and suggest improvements |
| Program Management Quality Control |
| Performance Metrics Report | Program Manager and Task Order Manager | Monthly | Assessment of service metrics for performance trending  |
| Overall Task Order Performance Quality Control |
| ECS Customer Satisfaction Surveys | COTR and PM | Quarterly | Solicitation of comments, suggestions, feedback from Customer Managers on ECS task order performance |
| Formal Project Briefing  | Task Order Manager, PM | Quarterly  | Project overview of accomplishments, assessment of timeliness, completeness, accuracy, and clarity of project deliverables |

An effective tool for assessing overall task order quality performance is the quarterly ECS Customer Satisfaction Survey conducted by the EAGLE II PM. Our PM will conduct a one-on-one interview with the COTR at the task order level, and with other senior managers if appropriate. He will ask for an evaluation of ECS’ performance on a scale of 1 to 10, with 10 being the highest. The survey categories are Quality of Product / Service, Timeliness of Performance, Cost Control, Corporate Responsiveness, Program / Task Management, and Quality of Employees. The results are shared with the ECS Task Order Manager. If the average evaluation score is below eight, a corrective action plan is required to specifically address those components rated lower than eight. This technique has been very effective for validating Task Order Managers’ perceptions on the quality of task order performance relative to customer perceptions. In 2010, ECS achieved an average customer satisfaction rating of 9.3 across all our contracts.