



penbaymedia

Federal Program Office:

8615 Westwood Center Drive | Vienna, VA 22182

phone: (207) 230-0182 | fax: (207) 596-6130

### ***QUALITY CONTROL PROGRAM***

PenBay has successfully managed numerous multi-year projects. Our basic management philosophy is founded on a steady stream of consistent communication throughout the course of every project. Effective project management, together with quality assurance measures, is paramount to our objective of achieving optimal project success. Quality is not the last step in the project review process; it is a continuous process from project initiation and lasts until the completion of every project. The multidisciplinary interaction among team members, and with the Navy, requires extra attention, which details and crosschecks every step of the process. The PenBay organization reflects professional experience with a full understanding of the mutual roles. They draw upon their experience to know the right questions to ask, be alert for inconsistencies, and communicate all activities with the team. Our approach includes a commitment to the responsibility we place on our Program Manager (PM), Project Managers and professionals. To achieve the quality that the Navy demands and has come to expect, PenBay builds in quality review at each step of the project. Our internal, formal process provides team review and concurrence for all products prior to submittals and ensures that all technical considerations have been met. The Management Oversight Team, consisting of the Principals-in-Charge, PM and Project Managers are responsible for seamless execution of each project task, on time and within budget. The complete Quality Control / Quality Assurance team's work will be transparent to the Navy and provides senior oversight and management direction, performing internal checks and progress reports to the final delivery.

### **Project Assignment**

The PM will be the single point of contact with the Navy/COTR. When a task order is developed by the Navy, it is sent directly to the PM. The task order will then be received by our Program Assurance Team, composed of individuals with previous Navy experience. Along with the Program Manager, the Program Assurance Team will conduct a quality control review of the task order, ensuring that all necessary Navy procedures and client needs can be met and that the requested scope of services and projected timeframe for completion are accurately perceived. Once PenBay has completed a quality control review of the task order, the Principal-in-Charge, along with the PM, will evaluate the technical skills required for assignment and choose the appropriate Project Manager to oversee the work. The Project Manager will also be included in

the decision to define the make-up of personnel for the project. Project Team members will be determined based upon technical requirements and qualifications to meet the project schedule. PenBay will implement a Quality Control / Quality Assurance Program, which would be available for the Navy's review. This program includes the following key elements:

### **Project Plan**

The PM, assigned Project Manager, and Principals-in-Charge set quality goals, based on the Navy's needs and expectations. At the beginning of the project, the goals are written into the project plan. These Navy-driven goals are communicated to the entire team at the first team meeting.

- The Project Manager assigns responsibility for all work and concurrently designates an individual to provide independent quality review for the entire project.
- Large projects will have individuals assigned to provide assurance for large tasks as well.
- The independent quality reviewer will be a firm principal or senior technical manager who has proven expertise in the subject matter. The quality reviewer will have the authority to question documentation, decisions, calculations, and directions.
- The Project Manager will build time into the project schedule for timely and thorough quality reviews. In addition, a final editorial review will be included in the plan.

### **Decision Management**

The Project Manager's responsibilities include the following:

- Developing and publishing a project plan that will include a schedule of milestones, activities, deadlines, and key staff members.
- Maintaining continual coordination with the Navy.
- Documenting required decisions and distributing copies to all project team members.
- Keeping and maintaining files relating to the project.
- Controlling and monitoring the budget on a bi-weekly or monthly basis, as required.

### **Document Control**

The Project Manager works with the Navy to develop a communication and distribution matrix for all documents and deliverables. The Project Manager ensures that copies of each delivered document are dated and recorded to eliminate duplication and inadvertent release of incorrect material, or release of material to unauthorized individuals.

- Document control ensures that the most up-to-date product is being delivered and provides for Navy confidentiality.

### **Communication Management**

Accurate, up-to-date information is a key to satisfaction and completeness. The PM and Project Manager will work with the Navy to develop a communication and distribution matrix to ensure information gets to the right people.

- The Project Manager holds regular project meetings and documents significant decisions and information with meeting minutes.
- Action items are assigned for follow-up, and they are tracked until completed. The results of follow-up are recorded and made part of the project record
- To avoid any confusion or misunderstanding, the PM will be the single point-of-contact for the Navy, and the Project Manager with the Project Team. Both of these individuals will then be in constant communication with each other during the life of the project.

### **Personnel Management**

The PM will deal directly with appropriate Navy representatives, establish clear lines of authority, and oversee all issues related to the project by preparing the project directory, lines of authority chart, and communications protocol.

- Time and tasks of project team members are monitored bi-weekly by the Project Manager to ensure adherence to the schedule and project goals.
- To avoid any confusion and misunderstanding, the Project Manager will be the single point-of-contact for the Project Team, subcontractors, and other stakeholders. The PM will be the point-of-contact with the Navy.

### **On-Going Quality Reviews**

Quality is built-in, not an add-on. During the life of the project, the Project Manager ensures that all work is thoroughly reviewed by the Project Team.

- Peer review is a requirement before quality review of the document is undertaken.
- Quality review comments are written and discussed with the team. Responses are recorded and included in the project file to document decisions and direction.
- All significant issues are discussed with the Navy's project manager for concurrence before being implemented.
- Decisions are recorded to complete the project record.

**Final Delivery** Before final delivery, a final technical and editorial review of each work product is made to ensure that the standard set at the beginning of the project has been achieved and the goals have been reached.

- The review is conducted independently and the results recorded and placed in the project record.

- If needed, a meeting is held to discuss the results of the review and make final changes. Significant issues are brought to the attention of the Navy for a decision before work completion.
- We employ a variety of new media technologies to enhance our communications capabilities and ensure satisfaction of Navy needs.

**Schedule Control and Management** PenBay has a long history of consistently meeting clients' schedules. Timely execution of work is one of the most influential factors for obtaining repeat work from both government and commercial clients. We emphasize the importance in meeting schedules with our management, technical support teams and subcontractors. Keys to meeting schedules include the following:

- Early planning sessions with essential personnel.
- Establishing milestones with dates.
- Assigning experienced and sufficient staff.
- Tracking progress and resources with our internal management system.
- Measuring performance and conducting variance analysis.
- Making updates and corrective actions.
- Constant communication with client.

Like cost controls, schedule control begins in the early scope definition and evaluation phase. During this period, we bring together our PM and designated Project Manager to help develop the best technical approach. This early planning session will enhance the team's ability to identify the tasks and subtasks, assign the right staff team members, detail schedules for milestones and dated deliverables, and provide the Project Manager with the tools needed to establish the customized Project Plan. As mentioned previously, quality control and assurance are integral components of all projects undertaken by our team. PenBay's depth of experience offers the ability to respond quickly and effectively. We review what has been accomplished and what remains at each stage, and then we take corrective actions in order to restore the schedule and keep it flowing. We require stringent crosschecks, stakeholder input, planning decisions, integrated tracking, and reporting of review comments to preclude errors and omissions, include all revisions, and ensure high quality documents for the Navy.