



## **Program Management, Oversight, and Quality Assurance Program**

MSI actively participates in kickoff meeting as prescribed by our contracts. We conduct task order kickoff meetings, develop task order Plans of Actions, and Milestones (POAM), and will conduct progress meetings. POAMs are submitted to the COR within a few days of contract award and are incorporated into Earned Value Management (EVM) and quality control plans for each Task Order. Kickoff meetings introduce and modify as needed the MSI Quality Control Plan, the format of monthly reporting, and the process to meet requirements for the customer reporting. MSI provides monthly status reports to the COR and the Functional Representative. These reports will identify progress, performance, and earned value in the sense that they will document costs incurred; hours allotted, expended, and remaining; and task/schedule completion in a manner that promotes trend analysis and management assessment of performance.

MSI employs a management approach that integrates all tasks and deliverables under the guidance of our team lead and continually improving process approach. MSI understands there is a relationship among the tasks, yet each task has distinct requirements and constraints. Further, the cycle rate and timing/scheduling of task execution will impact work in process and the application of lessons learned. Our approach is capable of effectively managing the execution of hundreds of tasks concurrently. The use of our cascading dashboard approach to project and task tracking and reporting has proven successful in large scale and complex environments numerous times. Given that the Government typically provides a detailed explanation of deliverables and required due dates, MSI simply integrates the prescribed deliverables and dates into POA&Ms and task management dashboards. We understand that the start of each task and the timing of IPTs, staffing, and milestone events is event driven and may be impacted by the Government. Hence, we are present a flexible project management framework while capturing how the specifics identified within a PWS will be integrated into the project plan.

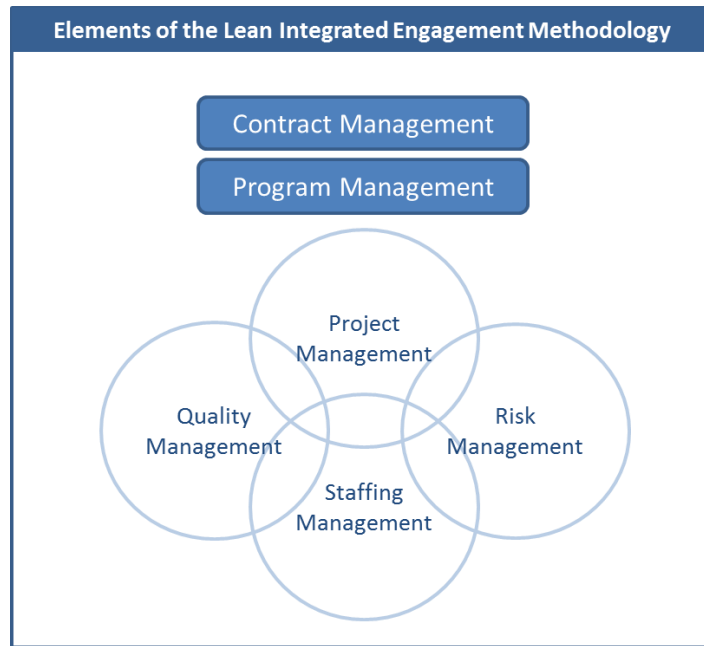
MSI makes use of the long-established Lean Integrated Engagement Methodology (LIEM) for total life cycle program management. The LIEM facilitates our ability to track performance, deliverables, issues, and concerns including forward looking lower-level metrics that assess current and probable future performance. This approach ensures consistent project management, accountability to the Client, streamlined project execution, and successful oversight, as well as facilitating integration of quality control elements into each phase of the engagement. LIEM has been developed and evolved over decades of Federal engagement project activity. This framework provides our project managers with templates and guides that help add value and lower risk for the Government. The LIEM phases are described in Figure 1 below.

LEAN INTEGRATED ENGAGEMENT METHODOLOGY			
Initiate	Plan	Coordinate	Close
Professional Practice Guidance <input type="checkbox"/> Engagement Setup <input type="checkbox"/> Budget Estimate <input type="checkbox"/> Executive Review  Project Documentation <input type="checkbox"/> Template Library <input type="checkbox"/> Project Initiation Checklist <input type="checkbox"/> Kickoff Brief <input type="checkbox"/> Reporting template <input type="checkbox"/> Contract Compliance Plan <input type="checkbox"/> Contract Financial Tracker  Systems Setup <input type="checkbox"/> Accounting <input type="checkbox"/> Time & Attendance <input type="checkbox"/> Engagement Dashboard <input type="checkbox"/> Project Dashboard <input type="checkbox"/> Customer Portal <input type="checkbox"/> Document Mgmt <input type="checkbox"/> Web Survey	Contract/Program Management <input type="checkbox"/> Kickoff Meetings <input type="checkbox"/> Stakeholder Meetings <input type="checkbox"/> Project, QC, Risk, Staff compliance check  Project Management <input type="checkbox"/> POA&M <input type="checkbox"/> Establish milestone dates <input type="checkbox"/> Assign tasks to resources <input type="checkbox"/> Budget Assessment <input type="checkbox"/> Approve reporting methods  Risk Management <input type="checkbox"/> Risk Analysis, create risk register  Quality Management <input type="checkbox"/> Establish KPIs & KPPs <input type="checkbox"/> Approve QC plan <input type="checkbox"/> Review plan with staff <input type="checkbox"/> Publish survey  Staff Management <input type="checkbox"/> Review staffing process <input type="checkbox"/> Final staff assignments <input type="checkbox"/> Establish performance objectives	Contract/Program Management <input type="checkbox"/> Budget Management <input type="checkbox"/> CDRLS Tracking <input type="checkbox"/> Invoicing  Project Management <input type="checkbox"/> POA&M Revisions <input type="checkbox"/> Project Portfolio Management <input type="checkbox"/> Tracking and Reporting <input type="checkbox"/> Communications <input type="checkbox"/> ROI/EVM Analysis & Reporting  Risk Management <input type="checkbox"/> Mitigation Strategies  Quality Management <input type="checkbox"/> Conduct surveys <input type="checkbox"/> Peer Reviews <input type="checkbox"/> Draft Reviews <input type="checkbox"/> Inspections <input type="checkbox"/> Deadlines  Staff Management <input type="checkbox"/> Performance Reviews <input type="checkbox"/> Mentoring	Contract/Program Management <input type="checkbox"/> Budget Reconciliation <input type="checkbox"/> Program summary <input type="checkbox"/> Final invoicing  Project Management <input type="checkbox"/> POA&M Finalization <input type="checkbox"/> Final Report <input type="checkbox"/> Transfer of work <input type="checkbox"/> Close out checklist <input type="checkbox"/> Closure Letter  Risk Management <input type="checkbox"/> Future Risks  Quality Management <input type="checkbox"/> Performance Review and Report  Staff Management <input type="checkbox"/> Transitioning <input type="checkbox"/> Final Reviews

**Figure 1. Lean Integrated Engagement Management Methodology**

As a firm with over a decade of corporate experience and literally hundreds of years of cumulative experience in managing large scale engagements, we are well prepared to conduct contract management and oversight in coordination with project and task management across a wide array of tasks. MSI has managed more than one hundred projects on a single contract. These projects are dispersed around the globe and support essentially every aspect of the War Fighting and Business Mission Areas in the DoD. Our approach to contract management and oversight, LIEM, is integrated with our program/project management and quality control methods such that all objectives, projects, tasks, and hours worked are clearly connected and reconciled.

As shown in Figure 4 below, our integrated management approach contains the management processes for contract management, program management, project management, quality management, risk management, and staffing. Each of these elements are integrated through our engagement management tools and processes under the control of the MSI Team Lead. Key elements of LIEM include our contract management dashboard, our standardized project plan template of more than 300 line items, our cascading project management dashboards, the PDCA cycle, the risk register, and our staff skills database.



**Figure 2. Lean Integrated Engagement Methodology**

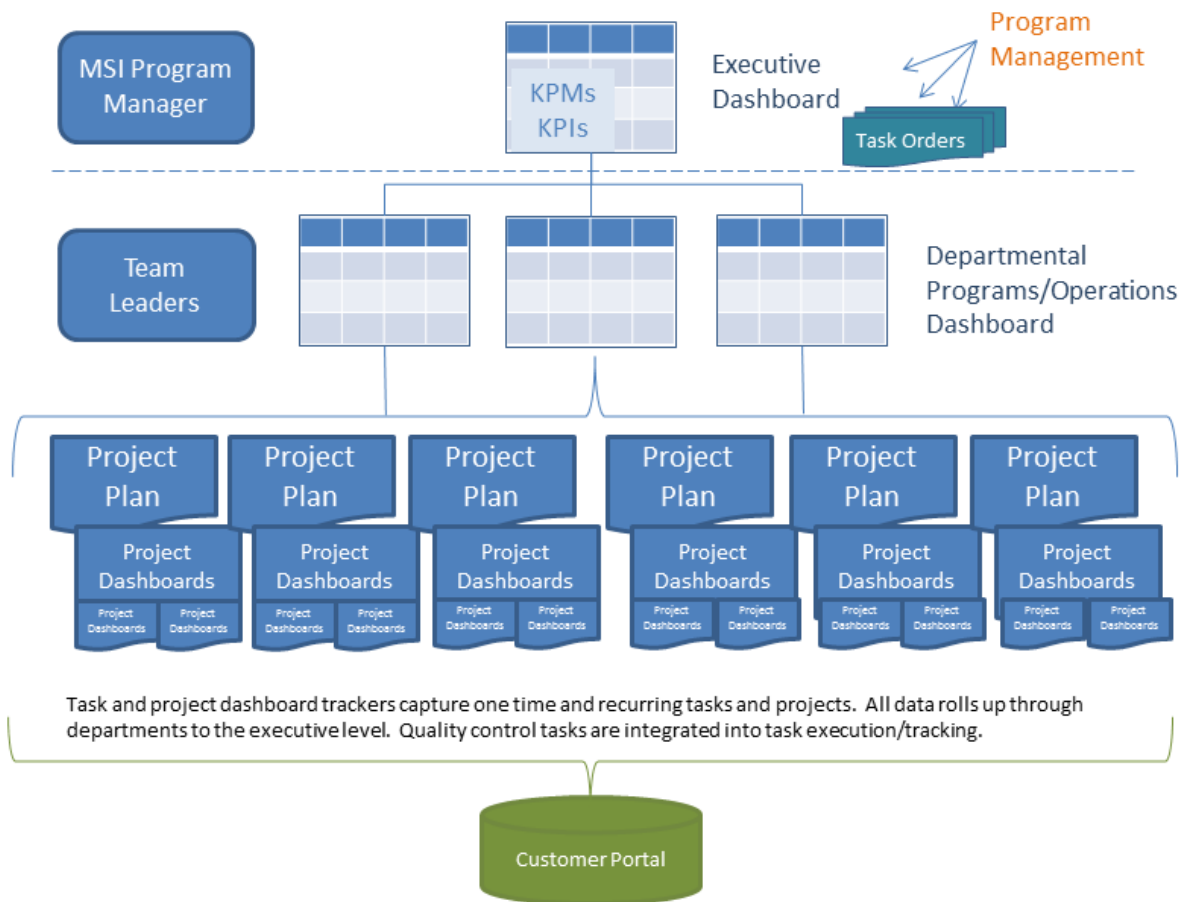
Contract management and oversight begins and ends with MSI senior leadership, who sets the stage for performance and collaboration with senior leadership among team members and with the client. The next level of contract management and oversight is the program or project manager who is experienced in successfully managing large and complex engagements for DoD contracts and is familiar with Marine Corps management processes and policies.

At the highest level, contract management, the LIEM follows a standardized approach which is reflected in our contract management dashboard. As shown in Figure 1, the phases of contract management encompass the subordinate management processes and ensure alignment of all contract activity with the terms of the contract.

### **Project Management**

The kickoff meeting will introduce and modify as needed the MSI Management Plan, the format of monthly reporting, staffing, and the processes for invoicing. MSI will provide monthly status reports to the COR and others as required and requested. These reports will identify progress, performance, and earned value in the sense that they will document costs incurred; hours allotted, expended, and remaining; and task/schedule completion in a manner that promotes trend analysis and management assessment of performance.

Our cascading project dashboard approach (Figure 3) drives our ability to track performance, deliverables, issues, quality, and concerns including forward looking lower-level metrics that assess current and probable future performance. Each dashboard is tied to a POA&M and is used to feed the POA&M with detailed status on task and subtask progress. This approach ensures consistent project management, accountability, streamlined project execution, quality control, and successful oversight. Task level management is executed on a daily basis through MSI’s cascading task and performance management system and quality control is part of the job.



**Figure 3 - MSI's Cascading Management Dashboards**

Each level of management dashboard is provided in a simple to understand format capturing information on current activities, task status, assignments, performance metrics per task, calendar of events, issues, value added and financial ROI, key decisions pending, Due dates, peer review, and notes. The projects and tasks within cascading dashboard reports match one-to-one with MSI monthly time tracking reports for 100% accuracy and the ability to reconcile all activity against invoicing. Operationally, our Program Management program integrates with task execution via standard methodologies such as PDCA, DMAIC, OODA, and other task/project execution approaches which are pre-populated in our tracking dashboards. Data from cascading dashboards rolls up to Program Management tracking and reporting, providing accurate program management reports and the ability to drill-down into project details.

### Risk Management

Through MSI's Risk Register, our team can promote communication and better understanding between MSI and the Government regarding potential program risks. This tool, integrated into our various delivery tasks in conjunction with Failure Mode and Effects Analysis (FMEA), will often uncover previously unanticipated risks and help our personnel identify mitigation strategies quickly. This process brings more control to our management processes and potentially lowers risk. Similar to the FMEA, the Risk Register captures potential risks, applies a consensus based assessment scoring, identifies mitigation plans, and assigns accountability. The risk register is a

higher level document than the more detailed FMEA that will exist at the task level. The ability of the risk register to uncover unanticipated risks comes from its regular and structured application in the execution of tasks. Similar to the FMEA, the tool enables the identification of mitigation strategies through a group assessment/scoring of each risk, root cause analysis, and brainstorming of mitigation strategies addressing the root causes.

### **Performance Management**

MSI measures performance against the performance requirements summary table of the RFP. PWS performance requirements are integrated into the quality control parameters and values within the tasking system and management dashboards. Cascading project dash-boards capture relevant performance standards and acceptable quality levels as well as required monitoring methods to assess and report on projects weekly. In this approach, project dashboards containing key performance metrics, status, and value generated are rolled up to an enterprise or engagement level dashboard showing the status of all projects, major tasks, issues for resolution, tasks per staff member, value generated and upcoming events.

### **Cost Management**

Our LIEM Cost Management Workbook (a proprietary Team MSI tool) provides processes and controls for project costs, which can reduce program risk. Our cost-control procedures provide for regular, detailed monitoring and reporting, from commencement of the task order through completion of task order activities to help ensure the work is on schedule and within budget. Our team maintains cost and schedule tracking, and monitor task order status, compare actual time incurred to estimates, and report regularly to the client.

### **Project Communications**

MSI develops a detailed communications plan aimed at standardizing communications across task order personnel and client staff to help provide consistent quality of content and form of task order meeting agendas, presentations, and briefings. Our communications plan usually includes:

- Entrance Conference
- Exit Conference
- Periodic Briefings/Progress Meetings
- Weekly Status Reports to Team Lead
- Site In Brief
- Site Out Brief.

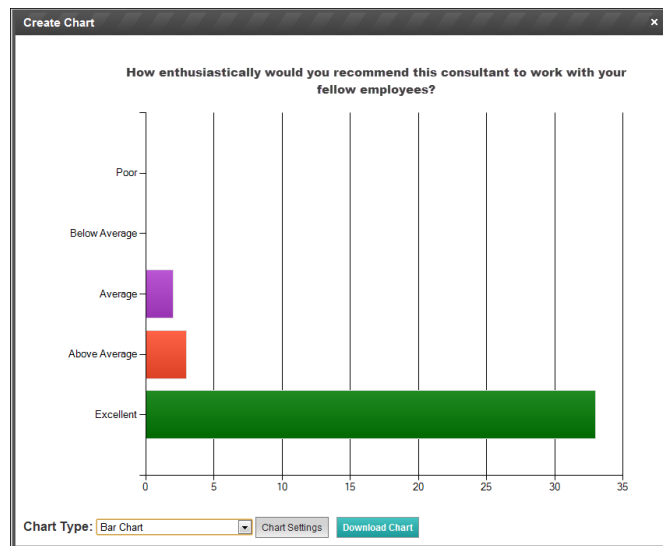
The project manager serves as the primary point-of-contact to client with accountability for project performance, staffing, and schedule. The task order manager for each task order will have responsibility for communication of cost, schedule, technical performance, quality improvement, delivery of products, and project administration. The communication plan allows for the project manager to coordinate in parallel across multiple task teams.

### **Human Resource Management**

MSI uses a Web-based human resource management process to provide partners and employees a common framework to define goals, monitor progress, and recognize and reward performance. An important part of the process is our use of project reviews to monitor individual performance. MSI requires that employees submit a performance evaluation at a minimum—quarterly. These reviews are evaluated and documented by project managers, who provide feedback to both employees and their performance managers.

## Quality Management

The approach to Quality Control includes a clear methodology to ensure delivery is compliant with contract performance standards, identifies deviations and root causes to allow for immediate correction. These tools, processes, methodology and forward looking metrics collectively provide a well-defined basis for day-to-day management control. MSI assesses Quality of work both formally and informally. Formally, we deploy a web based customer satisfaction survey and employee evaluation which clients are requested to complete on a quarterly. Individual performance ratings are factored into a quarterly bonus program to which all employees are subject. We also track the success of tasks formally to determine if staffers are meeting client desired metrics within Further, MSI will incorporate the quality control requirements of each deliverable into project plans and management dashboards, delivery schedules, peer reviews, and we will measure customer approval of deliverables per the QCP. By tracking project success measures and customer perspective of the consultant, MSI is able to get as complete a picture on the Quality of work.



Informally, we take the simple approach of asking how we are doing. MSI management and staff are encouraged to work as partners with clients and to solicit regular feedback on the clients' satisfaction with work products and intangibles. While this informal approach is less scientific, it is often the most responsive and insightful.

Additionally, MSI incorporates the time tested technique of peer review into our QCP. Our project plans identify peer review tasks, our management dashboards identify the peer reviewer and the status of peer review. We find that this simple, effective approach significantly reduces re-work and improves the ability to meet deliverables quality and schedule.

MSI also employs proactive Quality Assurance methods. Most importantly, we make sure we hire and provide only highly qualified and motivated personnel. Following the spirit of Lean Six Sigma, MSI ensures the Quality of inputs through a series of interviews, oral, and written tests which all personnel must pass to obtain a position with our firm. We plan for Quality; we do not test in Quality.

### ***Government Required Quality Control Plans (QCPs)***

The Government typically requires the creation of a QCP for each task/contract and task orders are to be executed in accordance with the QCP. Task order objectives are often at a level of high quality, on budget, and on schedule. Team MSI maintains a number of overlapping procedures as



part of our overall QCP to help our professionals adhere to agreed-upon standards and the objectives of each task order.

MSI QCPs delivered to Government are a summary representation of our overall Quality Program. The QCP includes quality control procedures that address the areas identified in the contract Performance Requirements Summary Table and the Deliverables Schedule as well as specific performance requirements from awarded task orders. In addition to these requirements, the Team MSI QCP procedures will include:

- Assigning quality personnel and realistically estimating the workload
- Coordination with staff throughout the performance of each project task
- Helping ensure personnel have the necessary training, including technical updates
- Reviewing deliverables by professionals at a higher level of authority
- Maintaining confidentiality and control of client information
- Closely managing deliverables and schedules across Team MSI
- Performing periodic time and cost monitoring procedures to help ensure that potential overruns are identified and communicated immediately

The QCP is executed through the management and oversight process described above and tracked via a quality control scorecard or tracker contained within the project dashboard.

#### **Managing Team MSI Team Members**

Team MSI's quality-control process includes a commitment to making our teaming arrangement transparent to the client. Our approach provides for cohesive interaction with overall management processes and procedures across Team MSI. Our process for monitoring the performance of team member companies entails weekly collection of performance data that will be measured against the requirements of a given task order. We conduct performance reviews monthly. Cost and schedule control will be monitored against a resource allocation schedule.

MSI Team members will be subject to the standardized policies and procedures, quality controls, and reporting requirements developed by MSI for each contract. MSI expects and will monitor compliance with applicable reporting regulations and contract clauses in fulfilling our role as the lead contractor.