

## TRINITY'S QUALITY ASSURANCE PROGRAM

At Trinity, quality is a continuous process from task planning through task completion - not processes that are put in place once work begins. We employ a graphical representation called the Quality Circle to demonstrate the concept. The Quality Circle is divided into two sections - Quality Control and Quality Assurance. Although it never starts or stops, it is instructive to think that it starts during recruiting and follows the circle as shown in Figure 3.4.1

The overall purpose of Trinity's Quality Assurance Program (QAP) is to provide the customer with the level of service expected from an experienced DOD contractor. The program ensures the following:

- That we meet or exceed customer performance requirements.
- That we comply with local, state, and federal rules and regulations.

Our QAP is based on defined standards—overall standards of excellence which guide all our work and a performance baseline with specific performance objectives developed in conjunction with the appropriate customer representative(s). These performance objectives will undergo continuous review and will ensure continuous compliance with the Government requirements on a schedule to be coordinated with the COTR.

We implement the QAP through reports and reviews covering topics including (a) team management, (b) required deliverables, (c) cost control, (d) employee security compliance requirements, (e) contractor identification and in-processing procedures, (f) training and certification requirements, and (g) staffing and retention issues. These reviews incorporate findings from personal contacts by the Program Manager (PM) (and other Trinity staff members) with appropriate customer representatives, and from regular quality surveys. Any complaint or deficiency is immediately reviewed by the PM, who is empowered to take swift corrective action as part of a comprehensive remediation plan.

Specifically, we plot and analyze progress of each metric from task initiation through closeout and create a forecasted growth path. Our quality controller conducts monthly assessments and variance analyses in concert with our program. As required, our PM and/or team leader executes a corrective course of action for deviations, and evaluates and reports results.

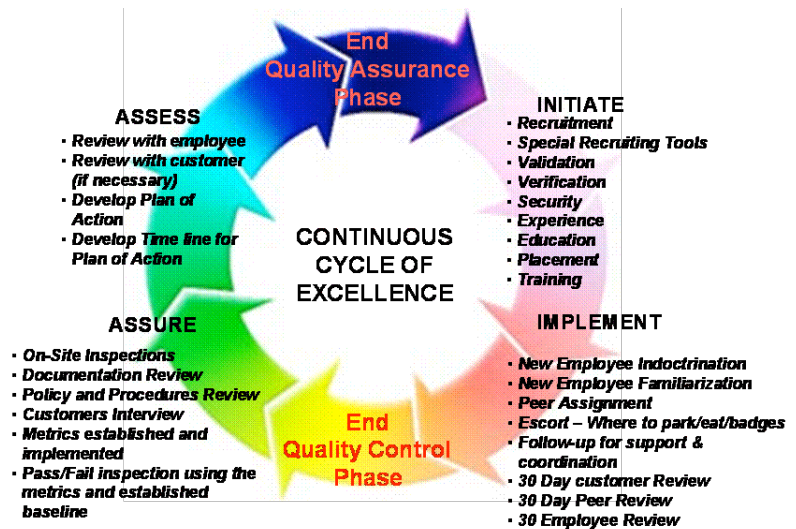


Figure 3.4-1. Trinity Quality Control and Quality Assurance

Upon task award, Trinity will implement elements of the Quality Assurance Plan shown in Figure 3.4.2.

Quality Elements	What Trinity Provides
People	All employees will be screened, interviewed, vetted and checked to ensure that the highest quality candidates are placed on the task order. In addition to meeting position and security requirements, all candidates must demonstrate a customer service ethic, mission commitment, respect for teamwork, personal integrity, and a confident, "can do" attitude.
Process	Work methods and processes for the customer will be documented in checklists and logs that the program manager will use to monitor employee performance and productivity.
Education and Awareness	All new hires and selected incumbents who are transitioned to Trinity will undergo orientation training to focus their awareness on providing accurate, timely, responsive service to the customer. We will stress the importance of the customer's mission. We will explain in detail the expected performance targets for all work performed under this contract, including how work products will be checked and monitored. We will also explain how each employee fits into the customer's operation and how their performance reflects on the primary customer's relationships with its external customers. This training will be conducted at no expense to the Government for all new hires and as mandatory refresher training for existing employees at least once a year.
Feedback & Evaluation	We will incorporate the performance measures of the QAP into our employees' formal performance evaluations and informal feedback sessions. The Program Manager will meet employees informally each quarter to discuss how they are meeting documented QAP measures and to plan additional training or counseling, if necessary. We will modify our annual performance evaluation to incorporate QAP performance requirements. All employees assigned to a task order or contract will be evaluated for salary increases based on having met and/or exceeded documented performance measures in the preceding year.
Reward & Recognition	We believe that positive recognition and tangible rewards are significant motivators. We will give high-performing employees spot bonuses, merit raises and special recognition for their contributions to the customer, as documented in letters and emails from the customers.

Figure 3.4.2 Elements of Trinity's QAP

### Team Trinity Road to Performance & Quality

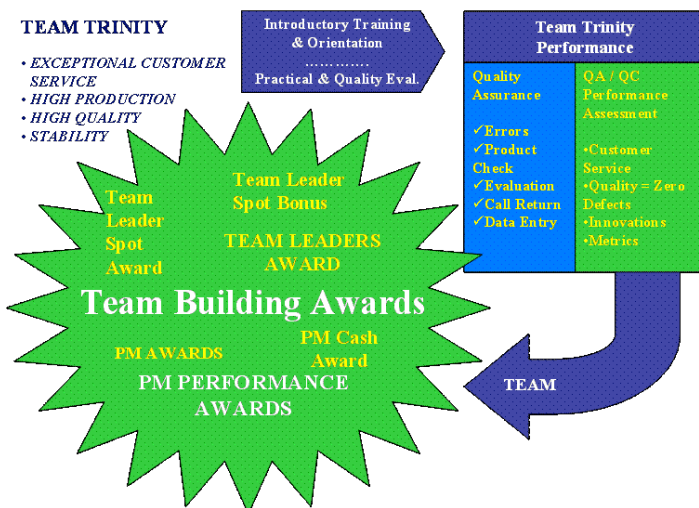


Figure 3.4-3. Trinity Quality Process Flow Chart

Our QAP measures our service levels and identifies opportunities for improvement. In doing this, we enhance customer satisfaction and improve operational efficiencies. Based on defined standards of excellence, our QAP includes weekly quality checks on employee performance, client and employee personnel surveys, and regular reviews by our independent quality

management staff. We will meet or exceed all requirements of the customer. A flowchart of our quality process is shown in Figure 3.4-3.

Corporate QAP operates in parallel to our program management processes, but outside of the direct chain of command of the PM, which affords our quality controller with the required independence to effectively analyze and provide corrective actions related to quality of performance. In addition to monitoring and promoting our corporate quality standards, the quality controller will track and measure our performance against the performance standards set in the contract.

Our quality assurance process in support of the customer effort will ensure that deliverables are on time and accurate, problems are resolved quickly and effectively, and Government stakeholders and sponsors are satisfied with both the process and the results of our efforts. All products will be subjected to an editorial quality review to ensure completeness and readability, which will eliminate costly and unnecessary revisions.

Our Performance Verification System takes a proactive approach to ensuring that the performance of our contractor employees meets or exceeds our customer requirements. Checks will also be made with peer sponsors related to the performance of new personnel. Based on the results of these initial metrics, further more elaborate processes will be emplaced as required. The customer will be polled periodically on overall performance of the team, and of individuals. We will monitor all aspects of our employee’s performance, including, but not limited to:

<i>Attendance</i>	<i>Verbal Communication Skills</i>
<i>Punctuality</i>	<i>Written Communication Skills</i>
<i>Proficiency in Required Skills</i>	<i>Quality of Work</i>
<i>Ability to Adapt to the Work Environment</i>	<i>Productivity</i>
<i>Ability to Follow Instructions</i>	<i>Dress Attire</i>
<i>Ability to Solve Problems</i>	<i>Ability to maintain effective working relationships</i>
<i>Ability to follow established policies and procedures</i>	

This system will help to ensure that our employees meet and exceed all requirements. Poor workplace performance is handled through a process of progressive discipline. Employees are trained and counseled on their performance on a regular basis. Additional training or instruction is provided when appropriate. Continued failure to meet or exceed team standards will result in the employee’s termination for non-performance.

Trinity maintains standards of excellence through a variety of quality assurance surveys, including:

- *Performance Surveys*—Appropriate customers’ staff will have the opportunity to gauge our performance on responsiveness to job openings, the selection of contractor personnel relevant to the assignment, and the levels of communication between the customers and our PM.
- *Service Reports*—Results from our various quality reviews will be compiled and presented as required to customers. Data will be reflected in graphs and charts displaying satisfaction and performance levels as well as other measured parameters.

- *Employee Assignment Satisfaction Surveys*—Measures the satisfaction level of our currently working personnel at our client work locations. This tool assists our Employee Monitoring Program that will allow proactive measurement activities to minimize turnover and the overall quality of our placements.
- *Employee Exit Interview Surveys*—Measures and probes the reasons behind assignment separations from the employee's perspective. This information will be shared with the customer to minimize future turnover and to create assignment longevity for our personnel.