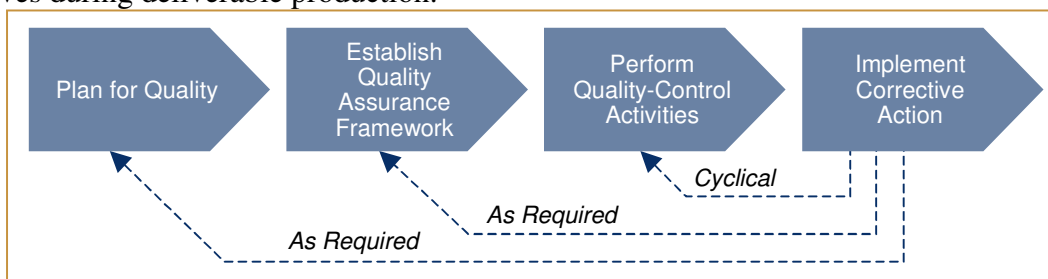


QUALITY CONTROL PLAN

The foundation for our success rate on consulting engagements is our demonstrated and time-tested Project Management Methodology (PMM). PMM has led to iWorks and its teaming partner achieving CMM Certification, and DOL directly benefits from our team's proven techniques and tools for project planning, tracking, reporting, and management. These approaches will be leveraged during each project step to confirm that quality deliverables are prepared on time and within budget.

Our Quality Control Plan focuses on two separate components a) Quality assurance (QA) and b) Quality control (QC) that ensures the overall process of quality measurement. QA is a function that manages quality. QC is the process of measuring deliverables against standards. QA uses the results of QC to evaluate and improve the processes that produce the deliverables. For this reason, QA works with the processes, and QC works with the deliverables.

The iWorks team will follow the four key steps shown below to facilitate the project's quality objectives during deliverable production.



Key Steps for Quality

1. **Plan for Quality**

The first step in managing quality is to formulate a quality plan. The objective of this step is to provide a mechanism so that the standards and guidelines required to plan, manage, staff, control, and deliver the project effectively have been identified.

2. **Establish a Quality Assurance Framework**

Quality assurance involves:

- Reviewing the project methodologies, standards, and guidelines identified in the management plan to assess if they are appropriate and reasonable for the project environment
- Reviewing the specific standards and measures identified in detailed work plans to assess if they are appropriate and reasonable for achieving the defined quality objectives for specific deliverables

- Developing and implementing an appropriate quality training program for project participants
- Reviewing the adequacy of and adherence to general project controls, such as lifecycle methodologies and change control procedures
- Performing quality control activities consistently and continuously

To be successful, the quality assurance framework must have strong management support. This support must come from the project sponsor, steering committee, project manager and other levels of management involved with the project effort.

In addition, the project manager must assume responsibility for reviewing significant quality findings and recommendations and acting upon the suggested actions in a timely manner. The project manager must review and assess the management plan and detailed works plans, and update them to reflect implemented quality recommendations.

3. Quality Control

Perform Quality Control Activities

One purpose of quality control is to identify defects and correct them before deliverables are finalized. In any project, users form expectations about project deliverables. These expectations may not be well communicated and may not be realistic. Unrealistic expectations often lead to user dissatisfaction with project deliverables. The goal of a quality process is to set realistic expectations and satisfy the needs of the user.

Throughout the quality process, user expectations will be managed. This involves careful and effective communication with a broad range of users over the project lifecycle. Some methods used to manage expectations are to:

- Review the project objectives and scope with various levels of users at the beginning of the project and periodically during the project lifecycle
- Facilitate adequate user participation on the project - not just during formal walkthroughs, but throughout the creation of deliverables and,
- Involve users in the quality assurance and quality control processes to obtain their buy-in

Quality control is the responsibility of each project team member and occurs throughout the project, not just when a deliverable is complete. Members of the project team will conduct ongoing project work reviews to monitor and control quality on the project. One method team iWorks will use to monitor and control quality is reviews

Reviews

The purposes of reviews are to:

- Provide a forum to evaluate the content and correctness of the deliverables
- Facilitate consistency among deliverables

- Verify deliverables conform to specified standards and guidelines

Reviews provide a method of verifying and evaluating completeness, consistency, conformity, objectives and clarity of work in progress and the ultimate deliverable (see Figure “Common Review Objectives”). Objectives vary depending upon the magnitude, complexity, or type of work to be reviewed.

Review Objective	Description
Completeness	The deliverable meets the requirements and expectations of AHCA in full
Consistency	The work is consistent with other project components
Conformity	The work adheres to pre-established project methodologies, standards and guidelines
Objectives	The work meets the task objectives, and AHCA’s requirements
Clarity	The work is unambiguous and comprehensible

Common Review Objectives

4. Implement Corrective action

The effectiveness of the QCP is continuously improved using the quality policy and objectives, audit results, analysis of data, corrective and preventive actions and management reviews.

A nonconformance procedure is used as the foundation for continuous improvement action and to identify and correct incidents of nonconformance related to materials, processes, products, services and customer complaints. Corrective and preventive action is taken when consistent with findings from analysis or investigation of incidents. Corrective and preventive actions are communicated to appropriate levels of management. Individuals or teams are empowered to initiate corrective action, implement preventive measures in processes and procedures and monitor the effectiveness of the corrective and preventive actions.