

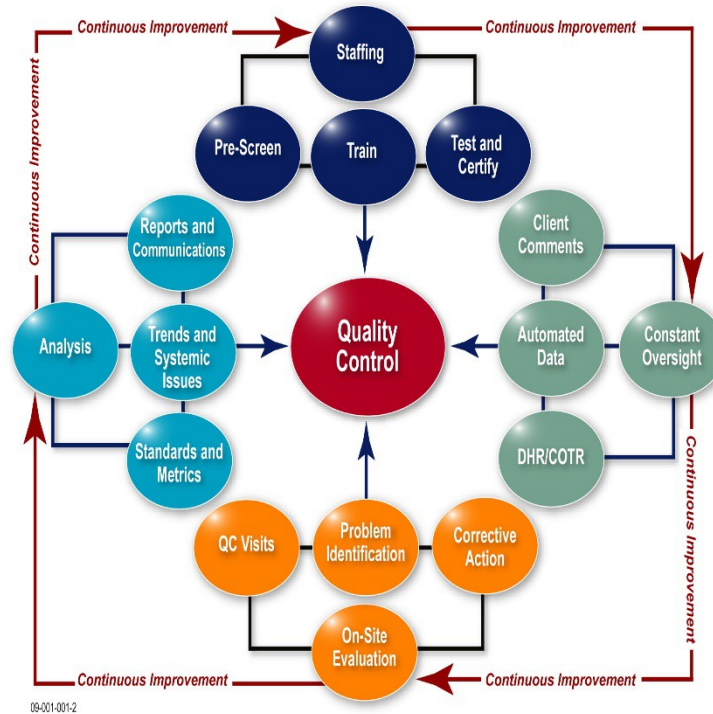
## Ardmore's Quality Assurance Approach

Ardmore's Quality Control Plan (QCP) encompasses all personnel, systems, processes, and procedures that are embedded throughout the contract support organization to ensure that the work we perform complies with PWS/SOW performance requirements. The QCP also emphasizes continuous improvement by fostering an entrepreneurial culture among the contract staff across the enterprise.

### Quality Control Concepts

- **Alliance with Government Performance Assessment Objectives:** Ardmore's QCP is founded on the concept that a strong, positive, and mutually beneficial business alliance must exist between the Government's project staff/stakeholders and the contract service provider. Our goals are the same.
- **Focus on Continuous Quality Improvement:** A central governing principle of the QCP is to improve processes, services, and products provided by the contract staff. While monitoring operational metrics is essential to understanding negative trends and identifying specific problem areas, we will also encourage our team to find new and better ways to execute business processes. This can be accomplished by focusing on best practices across our work centers and through communication with our staff at other installations. This supports a corporate governing principle to foster an entrepreneurial culture and challenge our employees to continually analyze state-of-the-art and Government-developed programs to identify and recommend new solutions that bring best value to our customers. Because we have implemented numerous solutions within other clients, we will immediately draw from expertise throughout the Ardmore organization to find people with the right skill and experience needed to meet the requirements. We also incentivize our employees through awards programs that reward innovation that helps to streamline operations.
- **Holistic Approach to Quality Control:** Ardmore's QC concept embodies a holistic approach encompassing multiple dimensions that help define quality as a condition of overall excellence. Our approach at both the production and management levels incorporates objective and subjective indicators, with an internal and external focus on QC. This approach will enable Ardmore to comprehensively measure the performance of the contract organization to ensure services meet the expectations of our customer / clients. The objective quality indicators employ metrics to facilitate measurement against established, qualitative performance standards and continuous improvement of business processes. The subjective quality indicators rely upon individual perceptions and evaluations. Typically, this involves collection of information from Government officials and customer comment forms to evaluate customer satisfaction levels.
- **Multi-Level, External Organizational Approach:** Ardmore recognizes the requirement to differentiate between the operational function that delivers day-to-day services and the QC function that measures the quality and effectiveness of these services. Our QCP features a multi-level approach to QC that assigns specific responsibility for continuous QC at multiple tiers embedded within the organization,

including the product/first-line leader level and the corporate management level. This multi-level approach ensures that we have recognized the proper distinctions between the day-to-day QC practices of our personnel and the responsibilities of senior corporate managers to assess our compliance with contract standards and resolve known problem areas in a timely manner.



As depicted in the figure above, Ardmore’s QC Model illustrates the major components and sub-components that comprise the overall QC program that is used to monitor and support contract compliance and ensure delivery of quality. A brief description of each major component follows:

**Staffing:** Ardmore’s staffing approach is oriented on the recruitment of the finest employees of the incumbent contractor staff as well as transitioning military, veterans, and retirees. We believe that the best way to staff the activity is to hire individuals who have successfully performed support services or related duties.

Constant Oversight: Sound QC requires continuous program monitoring to assess quality across the enterprise and includes three main elements: (1) customer comment forms (to measure satisfaction); (2) metrics that capture workload and allow QC evaluators to measure and report performance against established standards; and (3) bi-weekly informal feedback from the contractor and COTR.

Analysis and Assessment: Our QC management team conducts quarterly quality control inspections. Inspection results are analyzed, including workload and performance-related information, to identify issues that must be resolved. This analysis will include formal reports and informal communications between QC managers and the COTR. Analysis will also incorporate trend analysis as well as continuing evaluation of the validity of existing performance metrics. The information gained through our analysis will provide verification of adherence to the performance standards of the PWS and to identify and fix individual problems.