Quality Manual

The Washington Consulting Group, Inc.
4915 Auburn Avenue, Suite 301
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This manual complies with the requirements of the ISO 9001:2008 International Standard.

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1.0 Scope and Exclusions

Scope

This Quality Manual contains policies that have been implemented at The Washington Consulting Group, Inc., 4915 Auburn Avenue, Suite 301, Bethesda, MD 20814.

WCG is a professional services firm offering a wide variety of technical consulting services to public and private sector clients in the regulatory sector of the air transportation industry. Our core business is Air Traffic Management which includes support for ATC Training; ATC Operations; and Organizational support for ATC regulations, policy and staffing.

The manual and related quality system documentation is written to comply with the requirements of ISO 9001:2008.

Exclusions

The organization has three exclusions:

7.3 Design and Development
Justification: The Washington Consulting Group, Inc. does not design or develop services for our clients.

7.5.2 Validation of processes for service delivery and service provision
Justification: The Washington Consulting Group, Inc. does not have any processes where deficiencies become apparent only after the service is in use.

7.6 Control of monitoring and measuring equipment
Justification: The Washington Consulting Group, Inc. does not use any equipment to monitor and measure processes for services delivered to the client.

2.0 Company

Company Overview

WCG is a professional services firm offering a wide variety of technical consulting services to public and private sector clients. Our core business is air traffic system management and air traffic controller training. WCG has established a solid record of providing innovative, cost-effective solutions within stringent time and budget constraints. Since its inception, the company has enjoyed success and rapid growth by continually pursuing three primary goals:

- To provide high-quality services;
- To employ high-quality professionals; and
- To develop long-term, successful client relationships.

WCG has established itself as a leader in the international aviation community in the areas of air traffic management, operations and training. We provide consulting services, operational support and training for virtually every element that is critical to the operation of an air traffic system for both domestic and international clients.

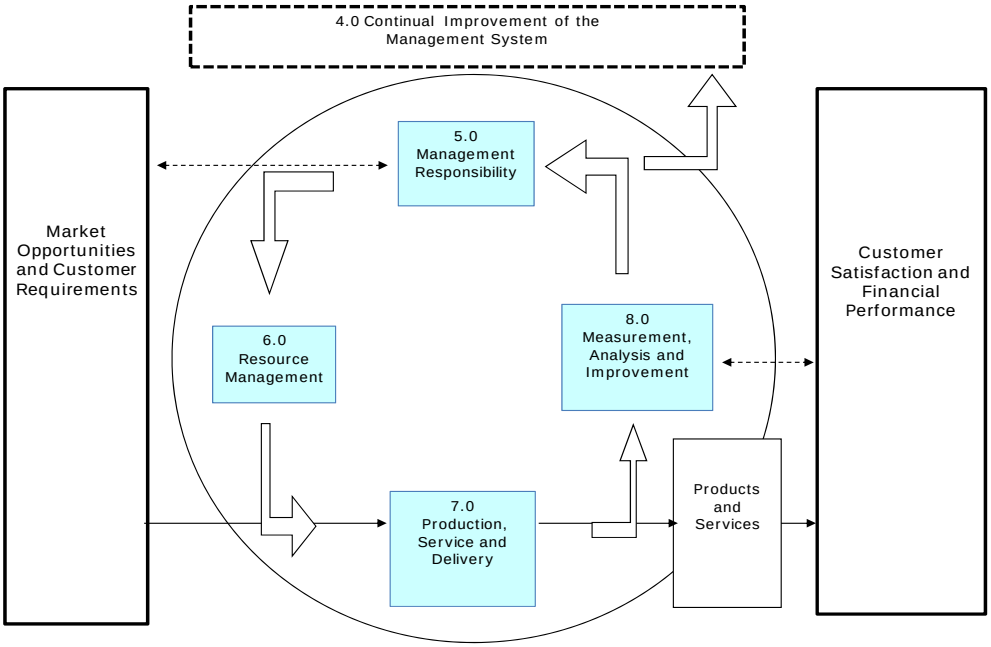
The Washington Consulting Group, Inc. Organizational Chart

3.0 Terms and Definitions

Throughout this Quality Manual, the term “organization” refers to The Washington Consulting Group, Inc.

Quality Management System (QMS) refers to a system that considers the three main components: quality control, quality assurance and quality improvement. Quality management is focused not only on service or service quality, but also the means to achieve it. A QMS, therefore, uses quality assurance and control of processes, as well as services to achieve more consistent quality.

ISO 9001 Quality Management System Model



4.0 Quality Management System

4.1 General requirements

The organization has established, documented, implemented, and currently maintains a quality management system. We continually improve its effectiveness in accordance with the requirements of ISO 9001.

The organization:

- has determined the processes needed for the quality management system and their application throughout the organization,
- determined the sequence and interaction of these processes,
- determined criteria and methods needed to ensure that both the operation and control of these processes are effective,
- ensures the availability of resources and information necessary to support the operation and monitoring of these processes,
- monitors, measures where applicable, and analyzes these processes, and
- implements actions necessary to achieve planned results and continual improvement of these processes.

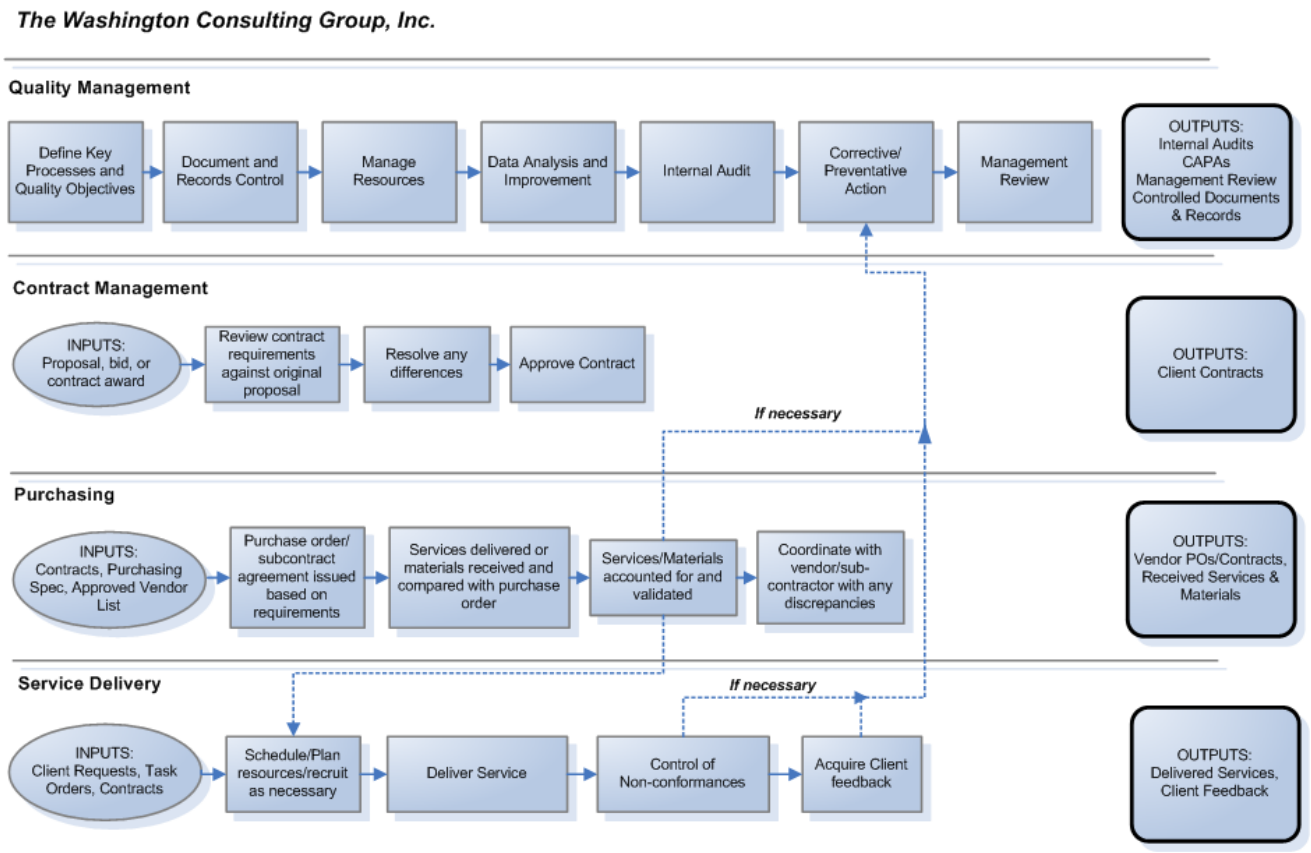
These processes are managed by the organization in accordance with the requirements of ISO 9001.

The Key Business Processes of the organization are:

- Quality Management
- Contract Management
- Purchasing
- Service Delivery

The following page provides a Process Map showing the sequence and interactions of these processes.

Process Map



Where the organization chooses to outsource any process that affects service conformity to requirements, the organization ensures control over such processes. The type and extent of control to be applied to these outsourced processes are defined within the quality management system.

Outsourced Processes

Outsourced Process	Provider	Controls
Simulation Technology	Various	Approved Supplier/Reports from Supplier to confirm
Air Navigation Equipment Technology	Various	Approved Supplier/Reports from Supplier to confirm
Airspace Modeling	Various	Approved Supplier/Reports from Supplier to confirm
Small Disadvantaged Businesses Note: Task dependent Note: Usually a requirement on Government Solicitations	Various	Approved Supplier/Reports from Supplier to confirm
Human Resources support	Foster Thomas	Sub-contractor reports to company to confirm

Information Technology Support	Data Prise	Sub-contractor reports to company to confirm

4.2 Documentation Requirements

4.2.1 General

The quality management system documentation includes:

- documented statements of a quality policy and quality objectives,
- a quality manual,
- documented procedures and records required by ISO 9001, including Document Control, Record Control, Internal Audit, Control of Nonconforming Service, Corrective and Preventive Action,
- documents, including records, determined by the organization to be necessary to ensure the effective planning, operation and control of its processes.

4.2.2 Quality Manual

The organization has established and currently maintains a quality manual that includes:

- the scope of the quality management system, including details of and justification for any exclusions,
- the documented procedures established for the quality management system, or reference to them, and
- a description of the interaction between the processes of the quality management system.

The Management Representative is responsible for maintaining the quality manual.

4.2.3 Document Control

Documents required by the quality management system are controlled. Records are a special type of document and are controlled according to the requirements given in section 4.2.4.

A documented procedure has been established (see Control of Documents Procedure) to define the controls needed:

- to approve documents for adequacy prior to issue,
- to review and update as necessary and re-approve documents,
- to ensure that changes and the current revision status of documents are identified,
- to ensure that relevant versions of applicable documents are available at points of use,
- to ensure that documents remain legible and readily identifiable,
- to ensure that documents of external origin determined by the organization to be necessary for the planning and operation of the quality management system are identified and their distribution controlled, and
- to prevent the unintended use of obsolete documents, and to apply suitable identification to them if they are retained for any purpose.

The Management Representative is responsible to maintain the Document Control Procedure, to ensure that relevant versions are available at points of use, to remove obsolete documents, and to control external documents. The Management Representative assures that documents are

reviewed and approved, including re-approval as required, by the appropriate functional manager.

4.2.4 Control of Records

Records established to provide evidence of conformity to requirements and of the effective operation of the quality management system shall be controlled.

A documented procedure has been established (see Control of Records Procedure) to define the controls needed for the identification, storage, protection, retrieval, retention and disposition of records.

Records are legible, readily identifiable and retrievable.

The Management Representative is responsible to maintain the Records Control Procedure.

5.0 Management Responsibility

5.1 Management Commitment

Top management provides evidence of its commitment to the development and implementation of the quality management system and continually improve its effectiveness by:

- communicating to the organization the importance of meeting the client as well as statutory and regulatory requirements,
- establishing the quality policy,
- ensuring that quality objectives are established,
- conducting management reviews, and
- ensuring the availability of resources.

Top management includes the following members: CEO, CFO, Executive Vice President, Vice President of Programs, Vice President of Aviation Group and Vice President of Air Traffic Management

5.2 Client Focus

Top management ensures that client requirements are determined and are met with the aim of enhancing client satisfaction.

5.3 Quality Policy

Top management ensures that the quality policy:

- is appropriate to the purpose of the organization,
- includes a commitment to comply with requirements and continually improve the effectiveness of the quality management system,
- provides a framework for establishing and reviewing quality objectives,
- is communicated and understood within the organization, and
- is reviewed for continuing suitability.

The stated quality policy is as follows:

> The Washington Consulting Group, Inc. is committed to maintaining its reputation as a premier provider of Air Traffic Management support services. Our policy is achieved through client focus, continual improvement and employee empowerment, training and teamwork. Our company values integrity and honesty in all our dealings with clients, vendors, and employees.

The Management Representative is responsible for ensuring the quality policy is reviewed during the Management Review process.

5.4 Planning

5.4.1 Quality Objectives

Top management ensures that quality objectives, including those needed to meet requirements for service delivery, are established at relevant functions and levels within the organization. The quality objectives are measurable and consistent with the quality policy.

The Executive Vice President is responsible for establishing and maintaining the following quality objectives:

Measure / Quality Objective	Owner	Reporting Frequency	Target
Service quality (internal)	Executive Vice President	Monthly	95% acceptable
Client interviews and surveys	Executive Vice President	Quarterly	No more than four (4) complaints
Contract Win Rate	Executive Vice President	Quarterly	20%
On-time delivery	Program Vice Presidents	Per Contract	100% On-time delivery

5.4.2 Quality management system planning

Top management ensures that:

- the planning of the quality management system is carried out in order to meet the requirements given in section 4.1, as well as the quality objectives, and
- the integrity of the quality management system is maintained when changes to the quality management system are planned and implemented.

5.5 Responsibility, Authority and Communication

5.5.1 Responsibility and authority

Top management ensures that responsibilities and authorities are defined and communicated within the organization. This is achieved through job descriptions located in the ***WCG EMPLOYEE HANDBOOK***.

5.5.2 Management Representative

Top management has appointed a member of management who, irrespective of other responsibilities, has responsibility and authority that includes:

- ensuring that processes needed for the quality management system are established, implemented and maintained,
- reporting to top management on the performance of the quality management system and any need for improvement, and
- ensuring the promotion of awareness of client requirements throughout the organization.

The appointed management representative, Vice President for Programs also serves as the liaison to external parties on matters relating to the quality system.

5.5.3 Internal communication

Top management ensures that appropriate communication processes are established within the organization and that communication takes place regarding the effectiveness of the quality management system. This is achieved through the initial hiring discussion and reinforced at monthly and quarterly meetings, as appropriate. Information regarding the quality system is also published as necessary in the employee access-only portion of the WCG web site.

5.6 Management Review

Top management reviews the organization's quality management system, at planned quarterly intervals, to ensure its continuing suitability, adequacy and effectiveness. This review includes assessing opportunities for improvement and the need for changes to the quality management system, including the quality policy and quality objectives.

Records from management reviews are maintained by the Management Representative.

The input to management review includes information on:

- results of audits,
- client feedback,
- process performance and service conformity,
- status of preventive and corrective actions,
- follow-up actions from previous management reviews,
- changes that could affect the quality management system, and
- recommendations for improvement.

The output from the management review includes:

- any decisions and actions related to improvement of the effectiveness of the quality management system and its processes,
- improvement of service related to client requirements, and
- resource needs.

The following individuals attend Management Reviews: CEO, CFO, Executive Vice President, Vice President of Programs, Vice President of Aviation Group and Vice President of Air Traffic Management.

6.0 Resources Management

6.1 Provision of Resources

The organization determines and provides the resources needed to implement and maintain the quality management system and continually improve its effectiveness and to enhance client satisfaction by meeting client requirements. Resource needs are discussed during management review.

6.2 Human Resources

6.2.1 General

Personnel performing work affecting conformity to service requirements are deemed competent on the basis of appropriate education, training, skills and experience. The Executive Vice President, with input from the senior management team is responsible for assessing competence.

Competency requirements are defined in ***WCG Employee Handbook***.

6.2.2 Competence, training and awareness

The organization:

- determines the necessary competence for personnel performing work affecting conformity to service requirements,
- where applicable, provides training or takes other actions to achieve the necessary competence,
- evaluates the effectiveness of the actions taken,
- ensures that personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives, and
- maintains appropriate records of education, training, skills and experience.

The senior management team is responsible to determine competency requirements and to oversee the training process.

Training requirements are defined in ***WCG Employee Handbook***.

Human Resources maintain appropriate records of education, training, skills, and experience.

As of the initial release of this document, all current employees are considered to be competent.

6.3 Infrastructure

The organization determines, provides and maintains the infrastructure needed to achieve conformity to service requirements.

Infrastructure includes, as applicable:

- buildings, workspace and associated utilities,
- process equipment (both hardware and software), and
- supporting services (such as transport, communication or information systems).

Scheduled maintenance, including data backup is performed on all company information technology-based digital systems.

6.4 Work Environment

The organization determines and manages the work environment needed to achieve conformity to service delivery requirements. The appropriate Vice President in coordination with the CFO is responsible to identify and control work environments.

7.0 Service Realization

7.1 Planning of Service Realization

The organization plans and develops the processes needed for service realization.

Planning of service realization is consistent with the requirements of the other processes of the quality management system.

In planning service realization, the organization determines the following, as appropriate:

- quality objectives and requirements for the service,
- the need to establish processes and documents, and to provide resources specific to the service,
- required verification, validation, monitoring, measurement, inspection and test activities, specific to the service and the criteria for service acceptance,
- records needed to provide evidence that the realization processes and resulting service delivery meet requirements.

The output of this planning is in a form suitable for the organization's method of operations and consistent with the WCG Service Development Guidelines procedure. Planning output includes:

- Service delivery schedules
- Resource allocation tables/matrices
- Process charts
- Program management reports

The appropriate Vice President is responsible for planning service delivery provision and for maintaining associated records.

7.2 Client-related Processes

7.2.1 Determination of requirements related to the service

The organization determines:

- requirements specified by the client, including the requirements for delivery and post-delivery activities,
- requirements not stated by the client but necessary for specified or intended use, where known,
- statutory and regulatory requirements applicable to the service, and
- any additional requirements considered necessary by the organization.

Executive Vice President, in coordination with the appropriate Vice President is responsible for determining all client requirements, whether specified; not stated, but necessary; or statutory and regulatory.

Requirements are determined through:

- Review of client documentation
- Market research
- Competitive analysis
- Relevant surveys
- Reviews of Federal Regulations

7.2.2 Review of requirements related to the service

The organization reviews the requirements related to the service. This review is conducted prior to the organization's commitment to supply a service to the client (e.g. submission of tenders, acceptance of contracts or orders, acceptance of changes to contracts or orders) and ensures that:

- service requirements are defined,
- contract or order requirements differing from those previously expressed are resolved, and
- the organization has the ability to meet the defined requirements.

Requirements are reviewed by:

- Market surveys, proposals
- Request for quotes
- Contract/specification reviews

Records of the results of the review and actions arising from the review are maintained. The appropriate Vice President is responsible for the review and for maintaining the records.

Where the client provides no documented statement of requirement, the client requirements are confirmed by the organization before acceptance. Confirmation of verbal orders is accomplished by a critical review of the company's assessment of the client's requirements and the client.

Where service requirements are changed, the appropriate Vice President ensures that relevant documents are amended and that relevant personnel are made aware of the changed requirements.

7.2.3 Client communication

The organization determines and implements effective arrangements for communicating with clients in relation to:

- Service and service delivery information,
- inquiries, contracts or order handling, including amendments, and
- client feedback, including client complaints.

Service information is communicated via company brochures, the company web site and appointments by company managers for purposes of business development. Service information is maintained by the company Vice Presidents.

Client inquiries, contracts, orders, etc. are received by telephone, email, fax, referrals.

Client feedback is recorded and managed by client emails, telephone calls, meetings and client surveys.

7.3 Design and Development – Excluded See Section 1

Exclusion – see Section 1.0.

7.4 Purchasing

7.4.1 Purchasing process

The organization ensures that purchased service conforms to specified purchase requirements. The type and extent of control applied to the supplier and the purchased service is dependent upon the effect of the purchased service on subsequent service realization or the final service.

The organization evaluates and selects suppliers based on their ability to supply service in accordance with the organization's requirements. Criteria for selection, evaluation and re-evaluation are established.

Criteria	Selection	Evaluation / Re-evaluation
Client specified supplier	x	
Project completion		x
Technical specifications	x	x
Price and availability	x	x
Service quality		x
On time delivery		x

Records of the results of evaluations and any necessary actions arising from the evaluation are maintained in management review.

The Executive Vice President and CFO are responsible for controlling the purchasing process and for maintaining appropriate records. The corporate office maintains an approved vendor list. As of the initial release of this document, all current suppliers in good standing are considered to be approved.

7.4.2 Purchasing information

Purchasing information describes the service to be purchased, including where appropriate:

- requirements for approval of service, procedures, processes and equipment,
- requirements for qualification of personnel, and
- quality management system requirements.

Purchasing information is communicated to suppliers via contracts.

The organization ensures the adequacy of specified purchase requirements prior to communication to the supplier.

7.4.3 Verification of purchased service

The organization establishes and implements the inspection or other activities necessary for ensuring that purchased service meets specified purchase requirements. Purchased service is verified by review of supplier documentation and monitoring of services.

Where the organization or its client intends to perform verification at the supplier's premises, the organization states the intended verification arrangements and method of service release in the purchasing information.

7.5 Service delivery provision

7.5.1 Control of service delivery provision

The organization plans and carries out service provision under controlled conditions. Controlled conditions include, as applicable:

- the availability of information that describes the characteristics of the service,
- the availability of work instructions, as necessary,
- the use of suitable equipment,
- the implementation of service release, delivery and post-delivery activities.

The appropriate Vice President is responsible for controlling all phases or service delivery provision and for maintaining appropriate records.

7.5.2 Validation of processes for service delivery provision

Exclusion – see Section 1.0.

7.5.3 Identification and traceability

Where appropriate, the organization identifies the service by suitable means throughout service realization. Services are identified by means of contracts.

The organization identifies the service status with respect to monitoring and measurement requirements throughout service realization.

Where traceability is a requirement, the appropriate Vice President controls the unique identification of the service and maintains records. Traceability is documented by recording of date and time of service delivery.

7.5.4 Client property

The organization exercises care with client property while it is under the organization's control or being used by the organization. The organization identifies, verifies, protects and safeguards client property provided for use or incorporation into the service. If any client property is lost, damaged or otherwise found to be unsuitable for use, the organization shall report this to the client and maintain records accordingly. Client property can include intellectual property and personal data.

Client property includes documentation and equipment.

Client property is controlled by means of specialized employee training, segregation, data backup or other acceptable methods as agreed to with the client.

The appropriate Vice President is responsible for controlling and recording client property. Additionally, the Vice President is also responsible for all communication with the client regarding their property.

7.5.5 Preservation of service

The Appropriate Vice President is responsible for preserving the service records during internal processing and delivery to the intended destination in order to maintain conformity to requirements. As applicable, this preservation includes identification, handling, packaging, storage and protection. Preservation also applies to the constituent parts of a service.

Special handling techniques include digital back-ups, record retention and document archiving as necessary.

7.6 Control of monitoring and measuring equipment

Exclusion – see Section 1.0.

8.0 Measurement, analysis and improvement

8.1 General

The organization plans and implements the monitoring, measurement, analysis and improvement processes needed:

- to demonstrate conformity to service requirements,
- to ensure conformity of the quality management system, and
- to continually improve the effectiveness of the quality management system.

This includes determination of applicable methods, including statistical techniques, and the extent of their use. The Management Representative is responsible for systems related to monitoring, measurement, analysis and improvement.

8.2 Monitoring and measurement

8.2.1 Client satisfaction

As one of the measurements of the performance of the quality management system, the organization monitors information relating to client perception as to whether the organization has met client requirements.

Client satisfaction is monitored by means of:

- Written/electronic surveys
- Client interviews
- Assessing repeat business with client
- Numbers and frequency of complaints
- Market research

The methods for obtaining and using this information are determined by the Executive Vice President in coordination with the appropriate Vice President.

8.2.2 Internal audit

The organization conducts internal audits at planned intervals to determine whether the quality management system:

- conforms to the planned arrangements, to the requirements of ISO 9001 and to the quality management system requirements established by the organization, and
- is effectively implemented and maintained.

An audit program has been planned, taking into consideration the status and importance of the processes and areas to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and methods are defined. This selection of auditors and conduct of audits ensures objectivity and impartiality of the audit process. Auditors do not audit their own work.

A documented procedure has been established (see Internal Audit Procedure) to define the responsibilities and requirements for planning and conducting audits, establishing records and for reporting results. Records of the audits and their results are maintained. The Management Representative is responsible to oversee the internal auditing system and for maintaining appropriate records.

The management responsible for the area being audited ensures that any necessary corrections and corrective actions are taken without undue delay to eliminate detected nonconformities and their causes. Follow-up activities include the verification of the actions taken and the reporting of verification results.

8.2.3 Monitoring and measurement of processes

The organization applies suitable methods for monitoring and, where applicable, measurement of the quality management system processes. These methods demonstrate the ability of the processes to achieve planned results. When planned results are not achieved, correction and corrective action is taken by the appropriate personnel, to ensure conformity of the service.

Methods for monitoring and measuring of processes include, but is not limited to:

- Internal audits

- Quality performance data
- Quality objectives

8.2.4 Monitoring and measurement of service

The organization monitors and measures the characteristics of the service to verify that service requirements have been met. This is carried out at appropriate stages of the service realization process in accordance with the planned arrangements.

Methods for monitoring and measuring of service include, but is not limited to:

- Service audits
- Post implementation interviews

Evidence of conformity with the acceptance criteria is maintained. Records indicate the person(s) authorizing release of service delivery for to the client. Service release is generally indicated by means of:

- Service document approval
- Task order sign-offs by client
- Approval of client contracts
- Final project reviews

The release of delivery of service to the client does not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, where applicable, by the client.

8.3 Control of nonconformances

The organization ensures that service delivery which does not conform to service requirements is identified and controlled to prevent its unintended use or delivery. A documented procedure has been established (see Control of Nonconformances) to define the controls and related responsibilities and authorities for dealing with nonconforming service.

Where applicable, the organization deals with nonconforming service delivery by one or more of the following ways:

- by taking action to eliminate the detected nonconformity;
- by authorizing its use, release or acceptance under concession by a relevant authority and, where applicable, by the client;
- by taking action to preclude its original intended use or application;
- by taking action appropriate to the effects, or potential effects, of the nonconforming service as soon as it is detected after delivery or use has started.

When a nonconforming service delivery is corrected, it is subject to re-verification to demonstrate conformity to the requirements.

Records of the nature of nonconformities and any subsequent actions taken, including concessions obtained, are maintained.

8.4 Analysis of data

The organization determines, collects and analyzes appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the effectiveness of the quality management system can be made. This includes data generated as a result of monitoring and measurement and from other relevant sources.

The analysis of data provides information relating to:

- client satisfaction,
- conformity to service delivery requirements,
- characteristics and trends of processes and services including opportunities for preventive action, and
- suppliers.

Data analysis is conducted by means of a management review, service delivery team meetings, program management reports.

The Management Representative is responsible for determining the data requirements and for coordinating with other departments to collect and subsequently analyze the data in order to make improvements.

8.5 Improvement

8.5.1 Continual improvement

The organization continually improves the effectiveness of the quality management system using the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review.

8.5.2 Corrective Action

The organization takes action to eliminate the cause of nonconformities in order to prevent their recurrence.

Corrective actions are appropriate to the effects of the nonconformities encountered.

A documented procedure has been established (see Corrective and Preventive Action Procedure) that defines requirements for:

- reviewing nonconformities (including client complaints),
- determining the causes of nonconformities,
- evaluating the need for action to ensure that nonconformities do not recur,
- determining and implementing action needed,
- recording and maintaining records of the results of action taken, and
- reviewing the effectiveness of the corrective action taken.

The Management Representative is responsible for maintaining the procedure and the associated records.

8.5.3 Preventive Action

The organization determines action to eliminate the causes of potential nonconformities in order to prevent their occurrence.

Preventive actions are appropriate to the effects of the potential problems

A documented procedure has been established (see Corrective and Preventive Action Procedure) to define requirements for:

- determining potential nonconformities and their causes,
- evaluating the need for action to prevent occurrence of nonconformities,
- determining and implementing action needed,
- recording and maintaining the results of action taken, and
- reviewing the effectiveness of the preventive action taken.

The Management Representative is responsible for maintaining the procedure and the associated records.

9.0 Reference Documents

Control of Documents Procedure
Control of Records Procedure
Control of Nonconforming Service Procedure
Corrective/Preventive Action Procedure
Internal Audit Procedure
WCG Service Development Guidelines
Website Maintenance Procedure