



9 December 2005

Regional Procurement Support Office  
American Consulate General  
U.S. Department of State  
Geissener Strausse 30  
60435 Frankfurt am Main, Germany

Attention: Mr. Christopher P. Sager, Contracting Officer

Reference: 1. Contract No. SGE500-05-C-1071, – Kabul ESF  
2. Department of State (DS) Letter dated December 2, 2005

Subject: Response to Referenced Letter

Dear Mr. Sager,

My team and I have thoroughly reviewed your letter. I concur that there are a number of serious issues that have been identified with the current guard recruits on the ground in Kabul. MVM Senior Vice President, Mr. Rob Rubin and our Program Manager, Mr. Clyde Slick have been in Kabul and have conducted, in conjunction with Mr. Tim Lynch, the Project Manager, an overall assessment of the guard candidates and their language and skills performance. They received input from our guard candidate recruits, other MVM management and implementation team members, the TCN recruiting contractors, and our training subcontractor, USIS.

Based on our assessment and consideration of Department of State's observations and issues, we have developed a corrective action or "get well" plan that we believe will effectively address and correct the deficiencies while at the same time, enable MVM to assume guard duties with the fully qualified guard force in a phased approach. That plan is a supplement to the Transition Plan and is provided as Attachment 1 to this letter.

Additionally, I will place senior executives, either a Senior Vice President, the Executive Vice President, or myself, in Kabul for the duration of the transition. This will place immediate executive decision making on the ground to enhance timely resolution of emerging issues.

It is clear that most of the issues mentioned in the DS letter and MVM assessment stem primarily from a perceived lack of language speaking proficiency at the levels required under contract. This lack of skill may be contributing to less-than- expected performance in both weapons and non-weapons guard force training.

While it is clear that the guard candidates are not as proficient in their English skills as MVM had expected, it is also apparent that the skills testing statistics indicate the proficiency is not as low as the letter implies. MVM analyzed the testing statistics to date and has provided them to you in Attachment 2. Both the training and written testing was conducted in English. Further information from our training subcontractor indicates that training is normally done in English with translators in the students' native language as part of the instructor team. However, in this case training was conducted without the benefit

**MVM, Inc.**

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of a translator present. Further, review of the actual tests indicates that the student must possess reading and writing comprehension, not required in the Contract, to even be able to take the test. Attachment 3 is a sample of one of the classroom tests. Therefore, one could conclude from the statistics that there is a higher level of English comprehension than may be perceived.

H.5.1.12 in the Contract requires that these guards must be able to converse in English and have a basic understanding of English. The required level of "speaking" proficiency is at a Level 2 and/or Level 3 and these were further defined in Exhibit H. In response to your letter and in order to further assess the guard candidate's proficiency, MVM has contracted with ALTA Language Services to independently test and assess the level of speaking proficiency of each individual guard candidate. For MVM use and as a tool for assessing individual performance and promotion capability, MVM will later test each guard candidate's English writing skill level.

ALTA tests and scores the performance of the candidate according to criteria in four categories – comprehension, communication ability, grammar, and vocabulary. The performance is placed on one of twelve levels that range from complete beginner to native level fluency. These twelve levels were developed using a combination of two standards that are applied to many different languages – the US Government's Interagency Language Roundtable (ILR) and the American Council for Teaching Foreign Languages (ACTFL). This twelve level scale gives sufficient separation of performance at both the lower and upper ends of the scale. Level 2, as described in the Contract equates to Intermediate Skill Level ratings of 5 – 7 and Level 3 equates to Advanced Skill Level ratings of 8 – 10 on the ALTA scale.

MVM will maintain the oral proficiency scores in the employee's administrative files and provide the information to DS as may be requested. Testing for English writing skill level is not a requirement and scores will not be provided under the Contract.

Once the oral language proficiency is completed, MVM management team will take the results of that test along with their guard skill and weapons testing scores to evaluate and determine whether that individual is capable of meeting all contract requirements. MVM will conduct appropriate remedial training – language and/or guard skills to those deemed capable of achieving success. MVM is sending an initial cadre of Language Trainers to Kabul to lead the necessary language immersion classes that may be required. MVM will provide the list and resumes of these trainers for DS travel and visit approvals under separate cover.

The following describes, at a high level, the process MVM will use to determine the course of action for each guard candidate currently in Kabul and our subsequent recruiting efforts.

- **Determine per person course of action.** Based on the assessments described above, each person will be placed in one of the three categories:
  - *Probably Successful without Remedial Training* – has passed or is capable of passing all training requirements and oral language proficiency without remedial training.
  - *Probably Successful with Remedial Training* – is missing some component of full certification but is judged to be able to pass with remedial training (will receive additional remedial training in areas needing remediation – language, guard skills, and/or specific weapons training)
  - *Probably Unsuccessful* – an individual whose deficiencies are too great to address with short-term remedial training (sent home immediately)
- **Conduct intensive remedial training for people judged to be capable of qualifying.** For those guard candidates who are evaluated as capable of reaching an acceptable level of language skill, we will conduct intensive practical language training with MVM Language Trainers. We will also do any remedial weapons training and classroom instruction as necessary to reach a qualifying standard for the specific guard posts.

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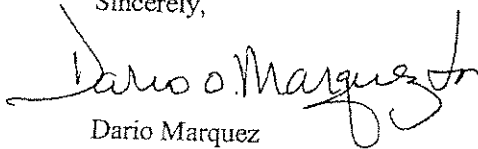
- **Re-test those guards having undergone the intensive remedial training.** MVM must then re-test the guard candidates that have received the intensive remedial training. This re-testing may include oral language proficiency, guard skills and/or specific weapons for their particular guard post. Should any of these candidates not pass the re-testing, they will be sent home.
- **Simultaneously process replacement and new recruits using the same objective language testing procedures.** MVM recruiting efforts will include the administration of the same language proficiency test to all new recruits.
- **Modify training classes based on “lessons learned” from the initial class.** The DS and Technical Assistance Agreement (TAA) approved training curriculum will not change. However, MVM and USIS have been working together to more effectively train the guard candidates. It will include translators on the range and in the classroom and testing in both English and the candidates’ native language.

The attached Supplemental Transition Plan further details these actions and our scheduled timeline. As described in the detailed plan, there are several points that qualified guards will be available which could allow for MVM to assume guard duty responsibilities in a phased manner. We propose to assume Guard services as follows:

- Phase 1 – Camp Sullivan
- Phase 2 – Other Posts, excluding Embassy Compound
- Phase 3 – Embassy Compound

You have my commitment that MVM will execute according to that plan to allow for us to implement guard services in a phased approach as we fully qualify our guard candidates. Senior Executives on the ground in Kabul are also charged with exploring avenues to accelerate the transition schedule. You have my further commitment that MVM will meet our obligations and provide excellent guard force services to our Embassy in Kabul, Afghanistan.

Sincerely,



Dario Marquez  
President, MVM, Inc.

Attachments



**Attachment 1**  
**Kabul ESF Project**  
**Contract No. SGE500-05-1071**  
**Supplemental Transition Plan**

**1.0 Purpose/Scope**

This supplemental transition plan is submitted in response to contract deficiencies identified in Department of State letter dated December 2, 2005 on the same subject. The plan has a start date of December 8, 2005 and terminates with full acceptance of guard force responsibilities by MVM. The plan contains several additional subsections, as indicated below, which reference included exhibits.

**2.0 Performance Schedule**

**3.0 Risk Management**

**4.0 Project Control**

**5.0 Performance Quality**

**6.0 Communications**

**7.0 Configuration Control**

**2.0 Performance Schedule**

The overall performance schedule is presented in four separate exhibits (2-1 through 2-4) corresponding to the five major headings in our Work Breakdown Structure (WBS) for the work remaining to complete implementation: (1) Assess/Train/Certify Current Resources in Kabul, (2) Assess/Train/Certify Remaining South African Guards, (3) Recruit/Train/Certify Supplemental Peruvian Guards, and (4) Recruit/Train/Certify Supplemental South African Guards. Each of these schedules is discussed in greater detail in section 2.1 – Narrative Description.

The schedules are aggressive but achievable given our lessons learned during recent past experience and reflect the risk mitigation decisions affecting schedule compliance identified in section 3.0 – Risk Management. Note that MVM has elected a seven-day workweek to minimize overall schedule impact.

**2.1 Narrative Description**

**2.1.1 Assess/Train/Certify Current Resources in Kabul (Exhibit 2-1)**

English language speaking skills for all current guard force members may not meet contract requirements and this lack of skill may be contributing to less-than-expected



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performance in both weapons and non-weapons guard force training. Group A training statistics indicate weapons training success rates ranging from 12.5% for M-249 qualification to 100% for Glock 19 disassembly/assembly training and non-weapon training success rates ranging from 57% for Phase Bravo Test #4 to 100% for CPR Evaluation.

Oral English language skills testing is currently being conducted by ALTA Language Services and is expected to be completed by December 19, 2005 for both training groups A and B. ALTA specializes in both oral and written language tests scored to confirm skills at the levels required by the contract. Concurrently, MVM is assessing guard force suitability for training group A and will assess guard force suitability for training group B after the initial training and certification (currently underway) is complete on or about December 17, 2005. As both of these assessments take place, MVM is dividing the guard force into three categories: (1) probably unsuccessful, (2) probably successful without remedial training, and (3) probably successful with remedial training.

The first category will be immediately processed for return to native countries.

The second category will be tested for written language skills and will continue with certification. Weapons certification will focus on the requirements specified in Section J attachment A of the contract for the specific guard level and anticipated guard assignments. The allocated training and certification duration is sufficient to conduct additional remedial training if required. Additional weapons cross training and certification will be conducted as time permits to allow additional guard assignment flexibility. As is indicated in MVM's proposal, written language skills test results will be used internally to help identify possible candidates for senior guard and supervisory positions. MVM expects to be ready to assume limited guard force responsibility on December 9, 2005 for training group A members and December 16, 2005 for training group B members in this category.

The third category will undergo remedial training in language skills and/or guard force skills. MVM expects to have a team of ESL instructors with prior military experience on site by December 15, 2005 who will conduct small group immersion language training for those guards in this category whose oral language skills are not up to par. Current MVM on-site senior staff will conduct remedial guard force skills training for those guards in this category whose guard force skills are not up to par. Remedial training is expected to take two weeks for each training group at which time MVM and ALTA will reassess both guard force skills and oral language skills. Unsuccessful personnel will be processed for return to home country. Successful personnel will be tested for written language skills and will continue with certification. Weapons certification will focus on the requirements specified in Section J attachment A of the contract for the specific guard



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level and anticipated guard assignments. Additional weapons cross training and certification will be conducted as time permits to allow additional guard assignment flexibility. The allocated training and certification duration is sufficient to conduct additional remedial training if required. MVM expects to be ready to assume additional guard force responsibility on January 27, 2005 for remedial training group A members and February 9, 2006 for remedial training group B members.

2.1.2 Assess/Train/Certify Remaining South African Guards (Exhibit 2-2)

MVM Currently has approximately 30 South African personnel ready to be transported to Kabul. Prior to transport, ALTA and an MVM quality assurance team will conduct oral language skills testing to ensure Level 3 speaking capability. Unsuccessful personnel will be immediately terminated and successful personnel will be transported to Kabul. Written language testing and guard force training and certification will ensue. Weapons certification will focus on the requirements specified in Section J attachment A of the contract for the specific guard level and anticipated guard assignments. Additional weapons cross training and certification will be conducted as time permits to allow additional guard assignment flexibility. The allocated training and certification duration is sufficient to conduct remedial training if required. MVM expects to be ready to assume additional guard force responsibility with these personnel by January 26, 2006.

2.1.3 Recruit/Train/Certify Supplemental Peruvian Guards (Exhibit 2-3)

MVM has identified approximately 400 additional Peruvian candidates. ALTA and an MVM quality assurance team will conduct: (1) oral language skills testing to ensure Level 2 speaking capability, (2) drug testing, and (3) other required contract (Exhibit O) testing. Unsuccessful personnel will not be processed further. Successful personnel will undergo written language testing and will be further processed for transport to Kabul. Critical elements of this processing include preparation, submittal, and approval of bios/resumes, the MRPT package, and the TAA modification as well as obtaining passports and visas. Once in Kabul, personnel will undergo guard force training and certification. Weapons certification will focus on the requirements specified in Section J attachment A of the contract for the specific guard level and anticipated guard assignments. Additional weapons cross training and certification will be conducted as time permits to allow additional guard assignment flexibility. The allocated training and certification duration is sufficient to conduct remedial training if required. In addition, MVM will provide a team of translators to assist with training and certification efforts. MVM expects to be ready to assume additional guard force responsibility with these personnel by February 27, 2006. **This activity is on the critical path.**

2.1.4 Recruit/Train/Certify Supplemental South African Guards (Exhibit 2-4)



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This evolution is similar to the one described in section 2.1.3 for supplemental Peruvian guards except that Level 3 English speaking capability is required. MVM expects to assume additional guard force responsibility with these personnel by February 24, 2006. **This activity is on the critical path.**

### 3.0 Risk Management

The risk matrix shown in Exhibit 3-1 summarizes MVM's assessment, to date, of the major risks associated with this plan and our planned on decisions. Risk management, including identification, assessment, prioritization, and mitigation, is an on-going activity and is a standard agenda item for the weekly management team meetings discussed in section 4.0 – Project Control. The risk matrix will be updated and distributed as new risks are identified so that every member of the project team understands the path forward and can communicate a consistent message to internal and external stakeholders.

### 4.0 Project Control

The condensed nature of this project requires a simple and direct project control technique. A project management team meeting, chaired by the Project Manager, will be conducted whenever necessary but at least every week and guided by an agenda patterned after this project plan. At a minimum, schedule adherence, performance quality, risk management, stakeholder communications, project improvement recommendations, and status of open action items will be reviewed at every meeting. Meeting results will be documented and these minutes will be made available to internal and external stakeholders for review.

### 5.0 Performance Quality

The primary performance quality measures for this project are the number and rate at which guards meet certification requirements. Interim quantitative performance quality indicators include the rates at which guards or recruits: (1) pass basic screening tests, (2) achieve satisfactory language skill levels, and (3) achieve satisfactory scores on individual guard force skills tests. Interim qualitative performance quality indicators include: (1) anecdotal assessments from MVM project management personnel at Kabul, and (2) anecdotal assessments from external stakeholders.

### 6.0 Communications

Exhibit 6-1 dictates how communications between project team members and other stakeholders (internal and external) are to be conducted including communication paths,



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communication content, and communication frequency. All additional communications between MVM personnel and external stakeholders must be approved in advance by the MVM Project Manager or Chief Executive Officer.

#### 7.0 Configuration Control

This project plan is under configuration control and may only be changed with the permission of the MVM Project Manager. Project team members are encouraged to propose schedule deviations or other changes that will shorten the critical path, improve performance quality, improve communications, or improve project control.





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Exhibit 3-1  
Risk Matrix

| Significant Risks   | Risk Mitigation Plan  |
|---|---|
| High Guard Washout Rates  | <p><b>Provide</b> remedial oral language skills training and/or guard force skills training for personnel experiencing certification difficulty.</p> <p><b>Provide</b> additional time in the schedule for remedial training.</p> <p><b>Focus</b> weapons training on those weapons required by the contract for the specific guard level and anticipated guard posts; perform additional weapons cross training as time permits to allow additional guard assignment flexibility.</p> <p><b>Modify</b> training approach to provide more effective training; provide translators to assist with training and certification.</p> <p><b>Seek</b> anecdotal assessments from external stakeholders.</p> |
| Availability of Additional Peruvian and South African Recruits. | <p><b>Utilize</b> local recruiting sources and networks known to MVM</p> <p><b>Immediately</b> assign MVM personnel with network contacts in Peru and South Africa to coordinate recruiting effort.</p> <p><b>Assign</b> these same MVM personnel to in-country QA teams.</p> <p><b>Ensure</b> frequent contact between project management team members to communicate emerging recruiting needs.</p>   |
| Miscommunication/Misunderstanding of Project Status and Issues. | <p><b>Conduct</b> at least weekly project management team meetings to promote a common understanding among project team members.</p> <p><b>Implement</b> formal communication plan to ensure communications with external stakeholders are performed consistently and frequently.</p>   |



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| Significant Risks                     | Risk Mitigation Plan  |
|---------------------------------------|---|
| On Schedule Guard Force Qualification | <p><b>Assign</b> MVM EVP as Transition Project Manager (with authority to commit resources for the company) and additional senior personnel to the project management team.</p> <p><b>Conduct</b> at least weekly project management team meetings to monitor project status and evaluate emerging risks.</p> <p><b>Execute</b> to detailed performance schedules.</p> <p><b>Monitor</b> qualitative and quantitative qualification status and trends weekly.</p> |



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**Exhibit 6-1**  
**Communication Plan**

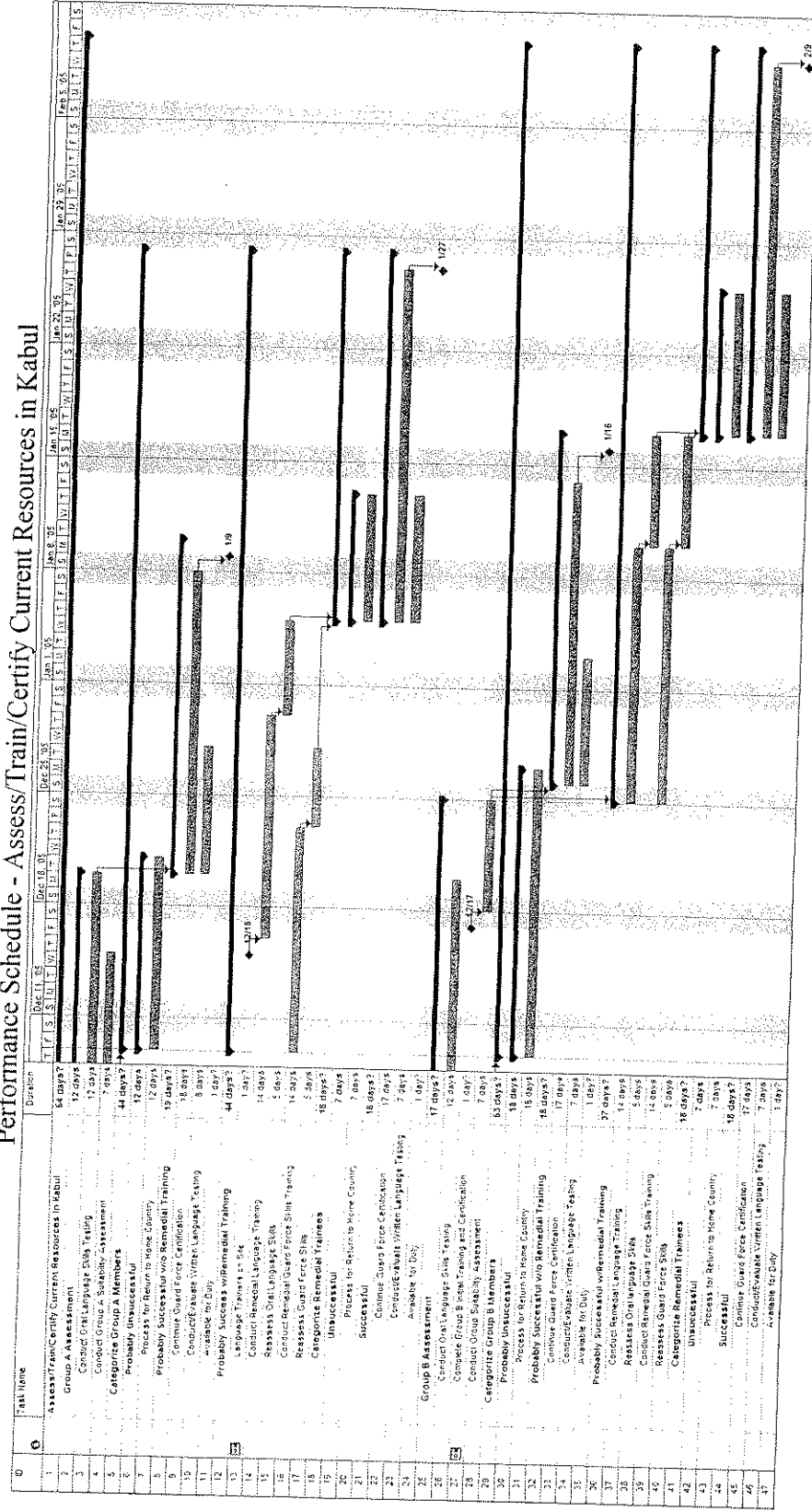
| <b>Stakeholder</b>                                       | <b>Authorized Communication Paths</b>      | <b>Content</b>                                 | <b>Frequency</b> |
|--|--|--|------------------|
| Internal: All  | Any project team member                    | Any  | As required      |
| External: Identified in the contract for routine reports | PM<br>CAO/Contracts<br>SVP<br>EVP<br>CEO   | Routine reports identified in the CDRL         | Per CDRL         |
| External: DS Rosslyn - COR                               | PM<br>CAO/Contracts<br>SVP<br>EVP<br>CEO   | Response to emerging issues<br>Contract status | As required      |
| External: DS Rosslyn - Director                          | EVP<br>CEO                                 | Response to emerging issues<br>Contract status | As required      |
| External: DS Frankfurt – CO and ACO                      | CAO/Contracts<br>EVP<br>CEO                | Response to emerging issues<br>Contract status | As required      |
| External: DS Kabul – RSO and ARSO                        | Asst PM (Kabul)<br>PM<br>SVP<br>EVP<br>CEO | Response to emerging issues<br>Contract status | As required      |
| External: DS Kabul- Ambassador                           | EVP<br>CEO                                 | Any  | As required      |
| External: DS – Secretary, Undersecretary or designee     | EVP<br>CEO                                 | Any  | As required      |
| External: Above DS Secretary level                       | EVP<br>CEO                                 | Any  | As required      |
| External: All others                                     | EVP<br>CEO                                 | Any  | As required      |



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Exhibit 2-1

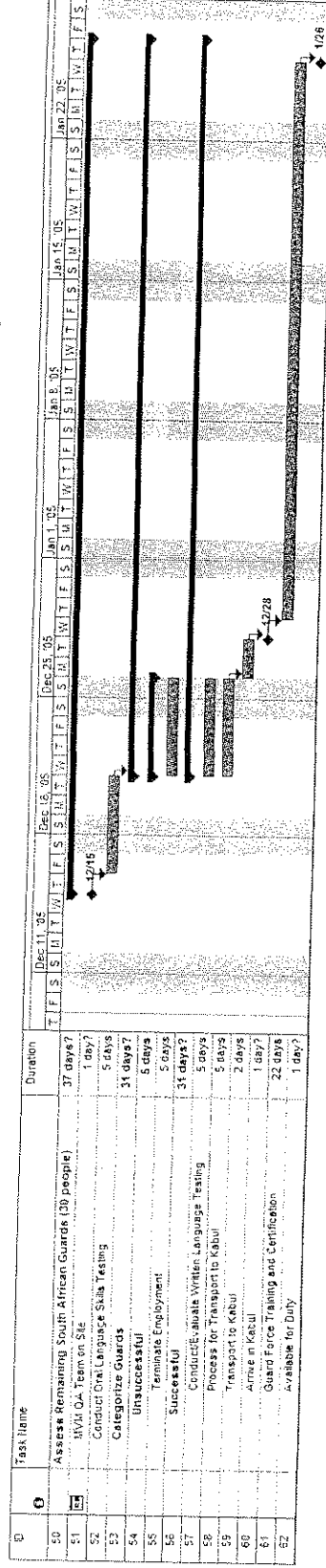
Performance Schedule - Assess/Train/Certify Current Resources in Kabul





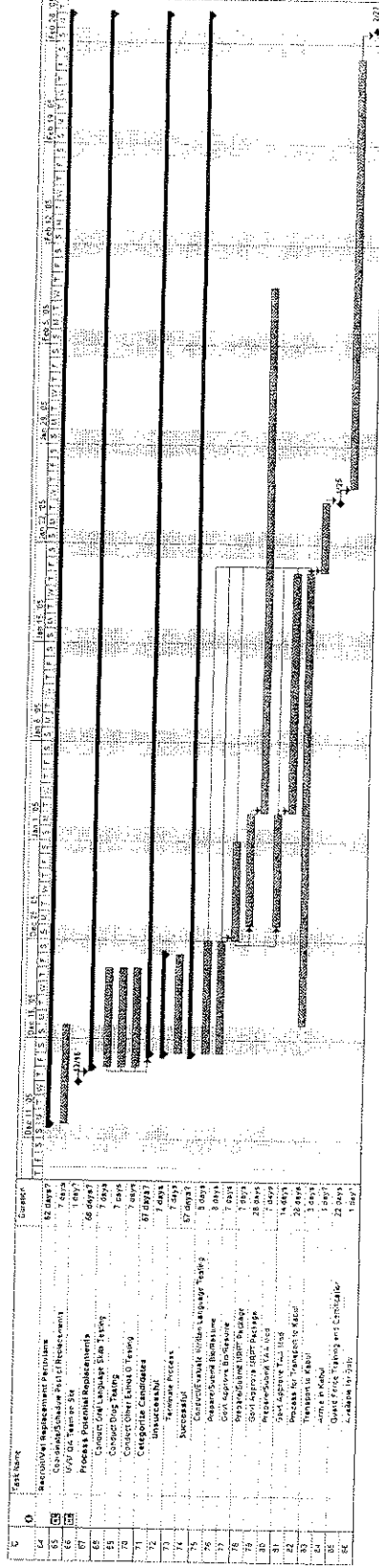
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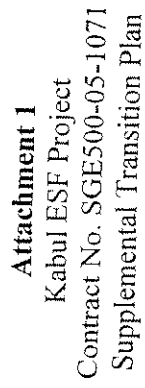
**Exhibit 2-2**  
**Performance Schedule - Assess/Train/Certify Remaining South African Guards**





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**Exhibit 2-3**  
**Performance Schedule - Recruit/Train/Certify Supplemental Peruvian Guards**



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Attachment 2  
Testing Statistics

PERUVIAN EMPLOYEE DISTRIBUTION

| # COMPONENTS PASSED | # EMPLOYEES | % OF EMPLOYEES |
|---------------------|-------------|----------------|
| 13                  | 2           | 2.8%           |
| 12                  | 7           | 9.9%           |
| 11                  | 12          | 16.9%          |
| 10                  | 11          | 15.5%          |
| 9                   | 19          | 26.8%          |
| 8                   | 14          | 19.7%          |
| 7                   | 2           | 2.8%           |
| 6                   | 3           | 4.2%           |
| 5                   | 1           | 1.4%           |
| 4                   | 0           | 0.0%           |
| 3                   | 0           | 0.0%           |
| 2                   | 0           | 0.0%           |
| 1                   | 0           | 0.0%           |
| 0                   | 0           | 0.0%           |
| TOTAL               | 71          |                |

TRAINING COMPONENT STATISTICS

| TRAINING COMPONENT            | # TAKEN | # PASSED | % PASSED |
|-------------------------------|---------|----------|----------|
| Phase A Quiz # 1              | 71      | 70       | 98.6%    |
| CPR Evaluation                | 71      | 71       | 100.0%   |
| CPR/First Aid Quiz            | 71      | 70       | 98.6%    |
| Phase Bravo Test # 1          | 71      | 65       | 91.5%    |
| Phase Bravo Test # 2          | 71      | 69       | 97.2%    |
| Phase Bravo Test # 3          | 71      | 64       | 90.1%    |
| Phase Bravo Test # 4          | 71      | 34       | 47.9%    |
| Side Handle Baton Evaluation  | 71      | 61       | 85.9%    |
| Glock 19 Qualification        | 71      | 45       | 63.4%    |
| Glock 19 Disassembly/Assembly | 71      | 71       | 100.0%   |
| M-4 Qualification             | 71      | 17       | 23.9%    |
| 870 Qualification             | 71      | 33       | 46.5%    |
| M-249 Qualification           | 71      | 8        | 11.3%    |





Attachment 2  
Testing Statistics  
PERUVIAN TEST RESULTS DISTRIBUTION

| Phase A Quiz |    |       |
|--------------|----|-------|
| Score        | #  | %     |
| 100          | 0  | 0.0%  |
| 90           | 4  | 5.6%  |
| 80           | 50 | 70.4% |
| 70           | 16 | 22.5% |
| 60           | 1  | 1.4%  |
| 50           | 0  | 0.0%  |
| 40           | 0  | 0.0%  |
| 30           | 0  | 0.0%  |
| 20           | 0  | 0.0%  |
| 10           | 0  | 0.0%  |
| 0            | 0  | 0.0%  |
| TOTAL        | 71 |       |

| GPR Evaluation |    |        |
|----------------|----|--------|
| Score          | #  | %      |
| 100            | 71 | 100.0% |
| 90             | 0  | 0.0%   |
| 80             | 0  | 0.0%   |
| 70             | 0  | 0.0%   |
| 60             | 0  | 0.0%   |
| 50             | 0  | 0.0%   |
| 40             | 0  | 0.0%   |
| 30             | 0  | 0.0%   |
| 20             | 0  | 0.0%   |
| 10             | 0  | 0.0%   |
| 0              | 0  | 0.0%   |
| TOTAL          | 71 |        |

| GPR/First Aid Quiz |    |       |
|--------------------|----|-------|
| Score              | #  | %     |
| 100                | 34 | 47.9% |
| 90                 | 23 | 32.4% |
| 80                 | 12 | 16.9% |
| 70                 | 1  | 1.4%  |
| 60                 | 0  | 0.0%  |
| 50                 | 0  | 0.0%  |
| 40                 | 0  | 0.0%  |
| 30                 | 0  | 0.0%  |
| 20                 | 0  | 0.0%  |
| 10                 | 0  | 0.0%  |
| 0                  | 1  | 1.4%  |
| TOTAL              | 71 |       |

| Phase Bravo Test #1 |    |       |
|---------------------|----|-------|
| Score               | #  | %     |
| 100                 | 1  | 1.4%  |
| 90                  | 26 | 36.6% |
| 80                  | 27 | 38.0% |
| 70                  | 11 | 15.5% |
| 60                  | 6  | 8.5%  |
| 50                  | 0  | 0.0%  |
| 40                  | 0  | 0.0%  |
| 30                  | 0  | 0.0%  |
| 20                  | 0  | 0.0%  |
| 10                  | 0  | 0.0%  |
| 0                   | 0  | 0.0%  |
| TOTAL               | 71 |       |

| Phase Bravo Test #2 |    |       |
|---------------------|----|-------|
| Score               | #  | %     |
| 100                 | 10 | 14.1% |
| 90                  | 33 | 46.5% |
| 80                  | 14 | 19.7% |
| 70                  | 12 | 16.9% |
| 60                  | 0  | 0.0%  |
| 50                  | 0  | 0.0%  |
| 40                  | 0  | 0.0%  |
| 30                  | 0  | 0.0%  |
| 20                  | 0  | 0.0%  |
| 10                  | 0  | 0.0%  |
| 0                   | 2  | 2.8%  |
| TOTAL               | 71 |       |

| Phase Bravo Test #3 |    |       |
|---------------------|----|-------|
| Score               | #  | %     |
| 100                 | 25 | 35.2% |
| 90                  | 0  | 0.0%  |
| 80                  | 39 | 54.9% |
| 70                  | 0  | 0.0%  |
| 60                  | 3  | 4.2%  |
| 50                  | 0  | 0.0%  |
| 40                  | 0  | 0.0%  |
| 30                  | 0  | 0.0%  |
| 20                  | 0  | 0.0%  |
| 10                  | 0  | 0.0%  |
| 0                   | 4  | 5.6%  |
| TOTAL               | 71 |       |

| Phase Bravo Test #4 |    |       |
|---------------------|----|-------|
| Score               | #  | %     |
| 100                 | 16 | 22.5% |
| 90                  | 5  | 7.0%  |
| 80                  | 9  | 12.7% |
| 70                  | 4  | 5.6%  |
| 60                  | 6  | 8.5%  |
| 50                  | 10 | 14.1% |
| 40                  | 11 | 15.5% |
| 30                  | 1  | 1.4%  |
| 20                  | 0  | 0.0%  |
| 10                  | 0  | 0.0%  |
| 0                   | 9  | 12.7% |
| TOTAL               | 71 |       |

| Side Handle Baton |    |       |
|-------------------|----|-------|
| Score             | #  | %     |
| 100               | 22 | 31.0% |
| 90                | 20 | 28.2% |
| 80                | 15 | 21.1% |
| 70                | 4  | 5.6%  |
| 60                | 3  | 4.2%  |
| 50                | 0  | 0.0%  |
| 40                | 0  | 0.0%  |
| 30                | 0  | 0.0%  |
| 20                | 0  | 0.0%  |
| 10                | 0  | 0.0%  |
| 0                 | 7  | 9.9%  |
| TOTAL             | 71 |       |

| Glock 19 Qualification |    |       |
|------------------------|----|-------|
| Score                  | #  | %     |
| 200                    | 0  | 0.0%  |
| 180                    | 8  | 11.3% |
| 160                    | 37 | 52.1% |
| 140                    | 14 | 19.7% |
| 120                    | 9  | 12.7% |
| 100                    | 3  | 4.2%  |
| 80                     | 0  | 0.0%  |
| 60                     | 0  | 0.0%  |
| 40                     | 0  | 0.0%  |
| 20                     | 0  | 0.0%  |
| 0                      | 0  | 0.0%  |
| TOTAL                  | 71 |       |



Attachment 2  
Testing Statistics

PERUVIAN TEST RESULTS DISTRIBUTION

| Glock 19 Disassembly |    |        |
|----------------------|----|--------|
| Score                | #  | %      |
| 100                  | 71 | 100.0% |
| 90                   | 0  | 0.0%   |
| 80                   | 0  | 0.0%   |
| 70                   | 0  | 0.0%   |
| 60                   | 0  | 0.0%   |
| 50                   | 0  | 0.0%   |
| 40                   | 0  | 0.0%   |
| 30                   | 0  | 0.0%   |
| 20                   | 0  | 0.0%   |
| 10                   | 0  | 0.0%   |
| 0                    | 0  | 0.0%   |
| TOTAL                | 71 |        |

| M-4 Qualification |    |       |
|-------------------|----|-------|
| Score             | #  | %     |
| 300               | 0  | 0.0%  |
| 270               | 5  | 7.0%  |
| 240               | 12 | 16.9% |
| 210               | 9  | 12.7% |
| 180               | 11 | 15.5% |
| 150               | 8  | 11.3% |
| 120               | 12 | 16.9% |
| 90                | 6  | 8.5%  |
| 60                | 5  | 7.0%  |
| 30                | 1  | 1.4%  |
| 0                 | 2  | 2.8%  |
| TOTAL             | 71 |       |

| 870 Qualification |    |       |
|-------------------|----|-------|
| Score             | #  | %     |
| 100               | 0  | 0.0%  |
| 90                | 0  | 0.0%  |
| 80                | 17 | 23.9% |
| 70                | 16 | 22.5% |
| 60                | 1  | 1.4%  |
| 50                | 0  | 0.0%  |
| 40                | 0  | 0.0%  |
| 30                | 1  | 1.4%  |
| 20                | 0  | 0.0%  |
| 10                | 0  | 0.0%  |
| 0                 | 36 | 50.7% |
| TOTAL             | 71 |       |

| M-249 Qualification |    |       |
|---------------------|----|-------|
| Score               | #  | %     |
| 40                  | 2  | 2.8%  |
| 36                  | 2  | 2.8%  |
| 32                  | 4  | 5.6%  |
| 28                  | 6  | 8.5%  |
| 24                  | 5  | 7.0%  |
| 20                  | 8  | 11.3% |
| 16                  | 4  | 5.6%  |
| 12                  | 8  | 11.3% |
| 8                   | 2  | 2.8%  |
| 4                   | 4  | 5.6%  |
| 0                   | 26 | 36.6% |
| TOTAL               | 71 |       |



Attachment 2  
Testing Statistics

**SOUTH AFRICAN EMPLOYEE DISTRIBUTION**

| # COMPONENTS PASSED | # EMPLOYEES | % OF EMPLOYEES |
|---------------------|-------------|----------------|
| 13                  | 2           | 3.5%           |
| 12                  | 4           | 7.0%           |
| 11                  | 4           | 7.0%           |
| 10                  | 13          | 22.8%          |
| 9                   | 12          | 21.1%          |
| 8                   | 7           | 12.3%          |
| 7                   | 7           | 12.3%          |
| 6                   | 5           | 8.8%           |
| 5                   | 2           | 3.5%           |
| 4                   | 1           | 1.8%           |
| 3                   | 0           | 0.0%           |
| 2                   | 0           | 0.0%           |
| 1                   | 0           | 0.0%           |
| 0                   | 0           | 0.0%           |
| TOTAL               | 57          |                |

**TRAINING COMPONENT STATISTICS**

| TRAINING COMPONENT            | # TAKEN | # PASSED | % PASSED |
|-------------------------------|---------|----------|----------|
| Phase A Quiz # 1              | 57      | 46       | 80.7%    |
| CPR Evaluation                | 57      | 57       | 100.0%   |
| CPR/First Aid Quiz            | 57      | 55       | 96.5%    |
| Phase Bravo Test # 1          | 57      | 35       | 61.4%    |
| Phase Bravo Test # 2          | 57      | 51       | 89.5%    |
| Phase Bravo Test # 3          | 57      | 32       | 56.1%    |
| Phase Bravo Test # 4          | 57      | 39       | 68.4%    |
| Side Handle Baton Evaluation  | 57      | 49       | 86.0%    |
| Glock 19 Qualification        | 57      | 26       | 45.6%    |
| Glock 19 Disassembly/Assembly | 57      | 57       | 100.0%   |
| M-4 Qualification             | 57      | 7        | 12.3%    |
| 870 Qualification             | 57      | 43       | 75.4%    |
| M-249 Qualification           | 57      | 8        | 14.0%    |



Attachment 2  
Testing Statistics  
**SOUTH AFRICAN TEST RESULTS DISTRIBUTION**

| Phase A Quiz |           |       |
|--------------|-----------|-------|
| Score        | #         | %     |
| 100          | 5         | 8.8%  |
| 90           | 9         | 15.8% |
| 80           | 23        | 40.4% |
| 70           | 9         | 15.8% |
| 60           | 6         | 10.5% |
| 50           | 3         | 5.3%  |
| 40           | 1         | 1.8%  |
| 30           | 0         | 0.0%  |
| 20           | 0         | 0.0%  |
| 10           | 0         | 0.0%  |
| 0            | 1         | 1.8%  |
| <b>TOTAL</b> | <b>57</b> |       |

| CPR Evaluation |           |        |
|----------------|-----------|--------|
| Score          | #         | %      |
| 100            | 57        | 100.0% |
| 90             | 0         | 0.0%   |
| 80             | 0         | 0.0%   |
| 70             | 0         | 0.0%   |
| 60             | 0         | 0.0%   |
| 50             | 0         | 0.0%   |
| 40             | 0         | 0.0%   |
| 30             | 0         | 0.0%   |
| 20             | 0         | 0.0%   |
| 10             | 0         | 0.0%   |
| 0              | 0         | 0.0%   |
| <b>TOTAL</b>   | <b>57</b> |        |

| CPR/First Aid Quiz |           |       |
|--------------------|-----------|-------|
| Score              | #         | %     |
| 100                | 14        | 24.6% |
| 90                 | 10        | 17.5% |
| 80                 | 22        | 38.6% |
| 70                 | 9         | 15.8% |
| 60                 | 1         | 1.8%  |
| 50                 | 1         | 1.8%  |
| 40                 | 0         | 0.0%  |
| 30                 | 0         | 0.0%  |
| 20                 | 0         | 0.0%  |
| 10                 | 0         | 0.0%  |
| 0                  | 0         | 0.0%  |
| <b>TOTAL</b>       | <b>57</b> |       |

| Phase Bravo Test #1 |           |       |
|---------------------|-----------|-------|
| Score               | #         | %     |
| 100                 | 0         | 0.0%  |
| 90                  | 10        | 17.5% |
| 80                  | 12        | 21.1% |
| 70                  | 13        | 22.8% |
| 60                  | 6         | 10.5% |
| 50                  | 8         | 14.0% |
| 40                  | 3         | 5.3%  |
| 30                  | 3         | 5.3%  |
| 20                  | 2         | 3.5%  |
| 10                  | 0         | 0.0%  |
| 0                   | 0         | 0.0%  |
| <b>TOTAL</b>        | <b>57</b> |       |

| Phase Bravo Test #2 |           |       |
|---------------------|-----------|-------|
| Score               | #         | %     |
| 100                 | 0         | 0.0%  |
| 90                  | 12        | 21.1% |
| 80                  | 16        | 28.1% |
| 70                  | 23        | 40.4% |
| 60                  | 5         | 8.8%  |
| 50                  | 1         | 1.8%  |
| 40                  | 0         | 0.0%  |
| 30                  | 0         | 0.0%  |
| 20                  | 0         | 0.0%  |
| 10                  | 0         | 0.0%  |
| 0                   | 0         | 0.0%  |
| <b>TOTAL</b>        | <b>57</b> |       |

| Phase Bravo Test #3 |           |       |
|---------------------|-----------|-------|
| Score               | #         | %     |
| 100                 | 12        | 21.1% |
| 90                  | 0         | 0.0%  |
| 80                  | 20        | 35.1% |
| 70                  | 0         | 0.0%  |
| 60                  | 11        | 19.3% |
| 50                  | 0         | 0.0%  |
| 40                  | 8         | 14.0% |
| 30                  | 0         | 0.0%  |
| 20                  | 5         | 8.8%  |
| 10                  | 0         | 0.0%  |
| 0                   | 1         | 1.8%  |
| <b>TOTAL</b>        | <b>57</b> |       |

| Phase Bravo Test #4 |           |       |
|---------------------|-----------|-------|
| Score               | #         | %     |
| 100                 | 6         | 10.5% |
| 90                  | 5         | 8.8%  |
| 80                  | 18        | 31.6% |
| 70                  | 10        | 17.5% |
| 60                  | 7         | 12.3% |
| 50                  | 4         | 7.0%  |
| 40                  | 5         | 8.8%  |
| 30                  | 2         | 3.5%  |
| 20                  | 0         | 0.0%  |
| 10                  | 0         | 0.0%  |
| 0                   | 0         | 0.0%  |
| <b>TOTAL</b>        | <b>57</b> |       |

| Side Handle Baton |           |       |
|-------------------|-----------|-------|
| Score             | #         | %     |
| 100               | 7         | 12.3% |
| 90                | 18        | 31.6% |
| 80                | 19        | 33.3% |
| 70                | 5         | 8.8%  |
| 60                | 4         | 7.0%  |
| 50                | 2         | 3.5%  |
| 40                | 0         | 0.0%  |
| 30                | 0         | 0.0%  |
| 20                | 0         | 0.0%  |
| 10                | 0         | 0.0%  |
| 0                 | 2         | 3.5%  |
| <b>TOTAL</b>      | <b>57</b> |       |

| Glock 19 Qualification |           |       |
|------------------------|-----------|-------|
| Score                  | #         | %     |
| 200                    | 0         | 0.0%  |
| 180                    | 7         | 12.3% |
| 160                    | 20        | 35.1% |
| 140                    | 13        | 22.8% |
| 120                    | 10        | 17.5% |
| 100                    | 5         | 8.8%  |
| 80                     | 2         | 3.5%  |
| 60                     | 0         | 0.0%  |
| 40                     | 0         | 0.0%  |
| 20                     | 0         | 0.0%  |
| 0                      | 0         | 0.0%  |
| <b>TOTAL</b>           | <b>57</b> |       |



Attachment 2  
Testing Statistics

**SOUTH AFRICAN TEST RESULTS DISTRIBUTION**

| Glock 19 Disassembly |           |        |
|----------------------|-----------|--------|
| Score                | #         | %      |
| 100                  | 57        | 100.0% |
| 90                   | 0         | 0.0%   |
| 80                   | 0         | 0.0%   |
| 70                   | 0         | 0.0%   |
| 60                   | 0         | 0.0%   |
| 50                   | 0         | 0.0%   |
| 40                   | 0         | 0.0%   |
| 30                   | 0         | 0.0%   |
| 20                   | 0         | 0.0%   |
| 10                   | 0         | 0.0%   |
| 0                    | 0         | 0.0%   |
| <b>TOTAL</b>         | <b>57</b> |        |

| M-4 Qualification |           |       |
|-------------------|-----------|-------|
| Score             | #         | %     |
| 300               | 0         | 0.0%  |
| 270               | 0         | 0.0%  |
| 240               | 7         | 12.3% |
| 210               | 2         | 3.5%  |
| 180               | 6         | 10.5% |
| 150               | 10        | 17.5% |
| 120               | 13        | 22.8% |
| 90                | 9         | 15.8% |
| 60                | 2         | 3.5%  |
| 30                | 6         | 10.5% |
| 0                 | 2         | 3.5%  |
| <b>TOTAL</b>      | <b>57</b> |       |

| 870 Qualification |           |       |
|-------------------|-----------|-------|
| Score             | #         | %     |
| 100               | 0         | 0.0%  |
| 90                | 1         | 1.8%  |
| 80                | 22        | 38.6% |
| 70                | 20        | 35.1% |
| 60                | 4         | 7.0%  |
| 50                | 3         | 5.3%  |
| 40                | 1         | 1.8%  |
| 30                | 0         | 0.0%  |
| 20                | 0         | 0.0%  |
| 10                | 0         | 0.0%  |
| 0                 | 6         | 10.5% |
| <b>TOTAL</b>      | <b>57</b> |       |

| M-249 Qualification |           |       |
|---------------------|-----------|-------|
| Score               | #         | %     |
| 40                  | 1         | 1.8%  |
| 36                  | 2         | 3.5%  |
| 32                  | 5         | 8.8%  |
| 28                  | 5         | 8.8%  |
| 24                  | 5         | 8.8%  |
| 20                  | 6         | 10.5% |
| 16                  | 8         | 14.0% |
| 12                  | 11        | 19.3% |
| 8                   | 5         | 8.8%  |
| 4                   | 6         | 10.5% |
| 0                   | 3         | 5.3%  |
| <b>TOTAL</b>        | <b>57</b> |       |