

PERFORMANCE WORK STATEMENT
ODMEO Strategic Planning and Analysis Support

1. INTRODUCTION

1.1. BACKGROUND

The Office of Diversity Management and Equal Opportunity (ODMEO) is a policy office for the Under Secretary of Defense for Personnel and Readiness, responsible for the planning, coordination, implementation and execution of Diversity and Inclusion (D&I) and other related Equal Opportunity (EO) programs. The mission is to develop policies and plans, issue guidance, conduct analyses, define strategic direction, and provide oversight, evaluation, and strategic messaging for DoD-wide D&I and EO programs and plans that impact all DoD military and civilian personnel.

The Department has established the 2012-2017 DoD Diversity and Inclusion Strategic Plan (Plan) that aligns with the Military Diversity Leadership Commission Report (MLDC) dated 7 Mar 12 and Executive Order, 13583, "Government-wide Initiative to Promote Diversity," to address D&I efforts for the Department of Defense (DoD). The strategic plan includes three primary goals by which the Department will evaluate the success of D&I and EO programs across DoD:

- 1) Leadership commitment for an accountable and sustained diversity effort;
- 2) Employ an aligned strategic outreach effort to identify, attract, and recruit from a broad talent pool reflective of the nation we serve;
- 3) Develop, mentor, and retain top talent from across the Total Force.

The Directors of ODMEO are responsible for the operational execution and program assessments of the DoD Diversity and Inclusion Strategic Plan and DoD policies, which will contain a myriad of responsibilities to shape and influence civilian and military EO and D&I programs throughout DoD.

In addition, significant revisions to existing Directives and Instructions guiding Equal Opportunity policy and the creation of a new policy Instruction on Diversity are setting new frameworks for the Department.

1.2. OBJECTIVES

This is a firm fixed price contract to provide consultation and guidance for the effective execution and implementation of D&I and EO programs and policies. Included in this support is the implementation of the DoD Diversity and Inclusion Strategic Plan, which encompasses advising and supporting analytical strategies designed to evaluate barriers that impact diversity in underrepresented groups and assists in the development, revisions and updating of D&I and EO issuances.

1.3. SCOPE

The ODMEO is responsible for the operational execution and program analysis of the DoD Diversity Strategic Plan and oversight of requisite DoD directives and policies, which will contain a myriad of responsibilities to shape and influence diversity management programs throughout DoD. Additionally, ODMEO is responsible to addressing the emerging issues/challenges as outline in the 2013 National Defense Authorization Act as it relates to Diversity in the Armed Forces, Hazing and Sexual Harassment.

This Performance Work Statement (PWS) identifies the tasks required of the contractor. The objective of this PWS is to gain strategic and analytical support and guidance for assistance in ODMEO and to ensure ODMEO is postured and flexible to address emerging D&I and EO challenges. The contract support shall lay the foundation for evaluating and assessing the barriers and trends impacting the department to identify, attract, shape and retain the most talented and diverse workforce and strategies to mitigate impacts.

2. GENERAL REQUIREMENTS

This section describes the general requirements for this effort. The following sub-sections provide details of various considerations.

2.1. NON-PERSONAL SERVICES

The services and performance required under this contract are determined to be not inherently governmental. The contractor shall not perform or give the appearance of performing inherently governmental functions as described in FAR Part 2 and Subpart 7.5, and all applicable DoD policy. The Government shall neither supervise contractor employees nor control the method by which the contractor performs the required tasks. All contractor personnel shall identify themselves as contracted support personnel in all forms of communication with all entities with whom ODMEO has business dealings. It shall be the responsibility of the contractor to manage its employees and to guard against any actions that are of the nature of personal services, or give the perception of personal services. If the contractor believes that any actions constitute, or are perceived to constitute personal services, it shall be the contractor's responsibility to notify the Contracting Officer immediately.

2.2. BUSINESS RELATIONS

The contractor shall successfully integrate and coordinate all activity needed to execute the requirements specified herein. The contractor shall manage the timeliness, completeness, and quality of the contract deliverables. The contractor shall provide corrective action plans, proposal submittals, timely identification of issues, and effective management of all contractor personnel (including subcontractors). The contractor shall seek to ensure customer satisfaction and professional and ethical behavior of all contractor personnel.

2.3. CONTRACT MANAGEMENT

The contractor shall establish clear organizational lines of authority and responsibility to ensure effective management of the resources assigned to this requirement. The contractor must maintain continuity between the support operations at the Pentagon and the contractor's corporate offices.

The contractor shall establish processes and assign appropriate resources to effectively administer this contract. The contractor shall respond to Government requests for contractual actions in a timely fashion. The contractor shall have a single point of contact between the Government and Contractor personnel assigned to support this contract. The contractor shall assign work effort and maintaining proper and accurate time keeping records of personnel assigned to work on this requirement.

2.4. CONTRACTOR PERSONNEL, DISCIPLINES, AND SPECIALTIES

An integral part of successful performance under this contract is not only the production of quality products described in Section 3.0, but the responsiveness of contractor personnel in the day-to-day output of work products. While the end product or deliverable is vital to successful performance, day-to-day oversight also includes client interaction and responsiveness. Accordingly, the contractor is required to proactively maintain assigned tasks, and be responsive to all entities with professional business dealings related to the assigned tasks.

The Contractor must at all times maintain an adequate work force for the uninterrupted performance of all tasks defined within this PWS. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce are essential.

The work to be performed herein is considered bona fide professional labor and is exempt from the Fair Labor Standards Act (FLSA).

2.5. TRAINING

The Contractor shall provide training, as necessary, for their own personnel to ensure that personnel are trained on the common suite of Microsoft Office tools (e.g., Word, Excel, Powerpoint) and other applicable programs. The Contractor shall also ensure that all of its employees have been properly trained and are qualified to perform assigned tasks under this PWS. The Government will provide or coordinate training on any new Government-provided equipment or Government-directed training (e.g., Information Assurance). If such training requires travel on the part of contractor employees, local travel costs (i.e., Metro) shall be borne by the contract personnel.

2.6. TRAVEL

All travel within 100 miles of the National Capital Region is included in the price of this contract. Travel outside the National Capital Region will not normally be required. When movement of contractor personnel is required locally (i.e., Metro) costs will be borne by the contractor. The Government will reimburse the contractor for all other travel outside the 100 mile limitation that was authorized in advance by the Contracting Officer, for reasonable travel related expenses. Such direction will be made by the Contracting Officer via issuance of bilateral modification(s), on a cost reimbursement basis to the contract against the Government specified not-to-exceed amount.

2.7. LOCATION

Work will be performed at the Pentagon, Arlington, VA; Mark Center, Alexandria, VA; or other government sites within the National Capital Region. Performance of the tasks in this PWS may be accomplished via approved telework agreements. In the event of a local or national emergency, operations may be moved to another government facility or additional telework may be authorized.

Contractor personnel must obtain and maintain a Pentagon building pass, as well as a Common Access Card (CAC) to access to all IT systems prior to conducting work on this contract. Contractor personnel must also read and familiarize themselves with all organizational mission statements and charters, organizational structures, operating instructions, Standard Operating Procedures (SOP) and policy.

2.8. HOURS OF WORK

Normal workdays are Monday through Friday except US Federal Holidays. Workers typically work eight (8) hours per day, 40 hours per week. Flextime workers start not earlier than 0600 and not later than 0900. Core hours of work are from 0900 to 1500 daily. All employees are expected to be available during core hours.

Contractor personnel are not customarily expected to work on holidays, but holiday work is possible, subject to advance scheduling with the contractor. Recognized Federal holidays are as follows:

New Year's Day	Labor Day
Martin Luther King Jr.'s Birthday	Columbus Day
President's Day	Veteran's Day
Memorial day	Thanksgiving Day
Independence Day	Christmas Day

The amounts in schedule of the contract include an allowance for holidays to be observed. The government will not be billed for such holidays, except when services are required by the government and are actually performed on a holiday.

When the government grants administrative leave to government employees, or is closed as a result of inclement weather, potentially hazardous conditions, or other special circumstances, contractor personnel working at the specific facility/location granted administrative leave may also be dismissed at the discretion of the On-site Manager to the extent that the overall performance is not adversely impacted. The contractor shall at all times maintain an adequate workforce for the uninterrupted performance of all tasks defined within this PWS when the government facility is not closed for the above reasons.

The contractor shall provide the COR a current schedule for its entire staff assigned to the contract, including planned leave. The contractor shall assign alternates to cover assignments of any of its staff that are absent sufficient to ensure that the services are not disrupted.

3. PERFORMANCE REQUIREMENTS

The following section specifies the Performance Objectives and Performance Elements for the contract.

Issuance Development and Monitoring

1. Issuance Development and Monitoring. Assist ODMEO action officers (AO) in gathering informal support, including informal comment adjudication, from the Military Services and DoD Components. Where applicable, gather necessary information to begin filing for internal DoD and external agency collections and the Federal register process. Navigate formal coordination with required external agencies such as Department of Justice and Equal Employment Opportunity Commission. Provide support in the development of any new Diversity Instructions including researching relevant laws, statutes, and regulations. See attached listing for status of all pending issuances requiring support. Target dates: start: February 18, 2014; complete: July 31, 2014.

2. Coordinate a review of the Hazing Policy Memorandum. A policy memorandum must be developed and coordinated within ODMEO and the Hazing Working Group to Fulfill USD P&R requirements in response to Congressional direction IAW FY13 National Defense Authorization Act. Target dates: start: February 18, 2014; complete: May 31, 2014.

**** The following section specifies the requirements for issuance development and monitoring:

DoD Directive 1020.02E, Diversity Management & Equal Opportunity

Current stage: Draft formal coordination package components submitted to ODMEO

Next steps:

- **Formal Coordination**
 - Finalize formal coordination request and submit to USD(P&R)
 - Receive Components' comments
 - Adjudicate Components' comments: Critical comments must be removed from the system by the component OR a substantive justification must be provided
 - Revise issuance to incorporate components' comments
 - Assemble and submit pre-signature package to Directives Division
 - Adjudicate Directive Division pre-signature comments
 - Revise issuance
- **Pre-signature**
 - Submit pre-signature package to USD(P&R) Portal POC to request OGC legal sufficiency review (OGC LSR)
 - Adjudicate OGC LSR comments
 - Revise issuance
 - Request security review
 - Revise issuance and package re: security review
- **Signature & Posting**
 - Prepare package for USD(P&R) signature requesting DepSecDef signature (may require email and/or hard copy delivery)
 - Request distribution from Directives Division

DoD Instruction 1020.dd Volume 1, Race, Color, National Origin

Current stage: Finalizing Compliance & Enforcement enclosure(s)

Next steps:

- Formal Coordination
 - Finalize Enclosure 6 with OGC
 - Resolve critical comments from AT&L
 - Revise Directives Division issuance
 - Revise federal register version
 - Assemble and submit precoordination package to Directives Division
 - Adjudicate Directive Division comments
 - Revise issuance
- Pre-signature (concurrent with Federal Register process)
 - Submit package to USD(P&R) POC to request OGC legal sufficiency review (OGC LSR)
 - Begin federal register package assembly
 - Adjudicate OGC LSR comments
 - Revise issuance
 - Request security review
 - Revise issuance and package re: security review
- Federal Register (concurrent with Federal Register process)
 - Assemble federal register package requesting interim rule posting
 - Contact Department of Justice (DOJ) for informal review
 - Gather, review, adjudicate, and summarize federal register comments
 - Revise issuance
 - Submit revised issuance to OGC and DOJ for review
 - Revise issuance based on feedback
 - Submit federal register package requesting final rule posting to USD(P&R)
- Signature & Posting
 - Prepare package for USD(P&R) signature (may require email and/or hard copy delivery)
 - Request distribution from Directives Division

DoD Instruction 1020.dd Volume 2: Disability

Current stage: Finalizing Compliance & Enforcement enclosure(s)

Next steps:

- Precoordination
 - Finalize Enclosure 6 with OGC
 - Draft language for DoD Component compliance (augment Enclosure 6 or add additional enclosure) – finalize language with (b)(6)
 - Assemble & submit to USD(P&R) formal coordination package
 - Action memo
 - Summary of changes
 - Cape analysis
 - Submit issuance to (b)(6) DoD Federal Register Specialist for formatting

- Formal Coordination
 - Finalize formal coordination request and submit to USD(P&R)
 - Receive Components' comments
 - Adjudicate Components' comments
 - Critical comments must be removed from the system by the component OR a substantive justification must be provided
 - Revise issuance to incorporate component comments -- align language with Vols 1 & 3
 - Assemble and submit pre-signature package to Directives Division
 - Adjudicate Directive Division pre-signature comments
 - Revise issuance
- Pre-signature (concurrent with Federal Register process)
 - Submit pre-signature package to USD(P&R) Portal POC to request OGC legal sufficiency review (OGC LSR)
 - Begin federal register package assembly
 - Adjudicate OGC LSR comments
 - Revise issuance
 - Request security review
 - Revise issuance and package re: security review
- Federal Register (concurrent with pre-signature process)
 - Assemble federal register package requesting interim rule posting
 - Contact Department of Justice (DOJ) for informal review
 - Gather, review, adjudicate, and summarize federal register comments
 - Revise issuance
 - Submit revised issuance to OGC and DOJ for review
 - Revise issuance based on feedback
 - Submit federal register package requesting final rule posting to USD(P&R)
- Signature & Posting
 - Prepare package for USD(P&R) signature (may require email and/or hard copy delivery)
 - Request distribution from Directives Division

DoD Instruction 1020.dd Volume 3: Age

Current stage: Finalizing Compliance & Enforcement enclosure(s)

Next steps:

- Formal Coordination
 - Finalize Enclosure 6 with (b)(6)
 - Resolve critical comments from AT&L
 - Revise Directives Division issuance
 - Revise federal register version
 - Assemble and submit precoordination package to Directives Division
 - Adjudicate Directive Division comments
 - Revise issuance

- Pre-signature (concurrent with Federal Register process)
 - Submit pre-signature package to USD(P&R) Portal POC to request OGC legal sufficiency review (OGC LSR)
 - Begin federal register package assembly
 - Adjudicate OGC LSR comments
 - Revise issuance
 - Request security review
 - Revise issuance and package re: security review
- Federal Register (concurrent with Federal Register process)
 - Assemble federal register package requesting interim rule posting
 - Contact Department of Health & Human Services (DHHS) for informal review
 - Gather, review, adjudicate, and summarize federal register comments
 - Revise issuance
 - Submit revised issuance to OGC and DHHS for review
 - Revise issuance based on feedback
 - Submit federal register package requesting final rule posting to USD(P&R)
- Signature & Posting
 - Prepare package for USD(P&R) signature (may require email and/or hard copy delivery)
 - Request distribution from Directives Division

DoD Instruction 1020.dd Volume 4: Sex

Current stage: Finalizing Compliance & Enforcement enclosure(s)

Next steps:

- Precoordination – OGC Legal Objectionable Review (LOR)
 - Finalize Enclosure 6 with (b)(6)
 - Revise issuance
 - Request OGC LOR through DoD Directives Portal
 - Email revised issuance, SD 106 to (b)(6)
 - Adjudicate Directives Division comments
 - Receive OGC LOR comments
 - Adjudicate OGC LOR comments
 - Revise issuance
 - Assemble & submit to USD(P&R) formal coordination package
 - Action memo
 - Summary of changes
 - Cape analysis
 - Submit issuance to (b)(6) DoD Federal Register Specialist for formatting
- Formal Coordination
 - Finalize formal coordination request and submit to USD(P&R)
 - Receive comments from components
 - Adjudicate comments from Components

- Critical comments must be removed from the system by the component OR a substantive justification must be provided
- Revise issuance to incorporate component comments
- Assemble and submit presignature package to Directives Division
- Adjudicate Directive Division presignature comments
- Revise issuance
- Pre-signature (concurrent with Federal Register process)
 - Submit presignature package to USD(P&R) Portal POC to request OGC legal sufficiency review (OGC LSR)
 - Begin federal register package assembly
 - Adjudicate OGC LSR comments
 - Revise issuance
 - Request security review
 - Revise issuance and package re: security review
- Federal Register (concurrent with pre-signature process)
 - Assemble federal register package requesting interim rule posting
 - Contact Department of Justice (DOJ) for informal review
 - Gather, review, adjudicate, and summarize federal register comments
 - Revise issuance
 - Submit revised issuance to OGC and DOJ for review
 - Revise issuance based on feedback
 - Submit federal register package requesting final rule posting to USD(P&R)
- Signature & Posting
 - Prepare package for USD(P&R) signature (may require email and/or hard copy delivery)
 - Request distribution from Directives Division

DoD Instruction 1020.ec: EEO

Current stage: Assembling precoordination package.

Next steps:

- Formal Coordination
 - Assemble and submit precoordination package to Directives Division
 - Adjudicate Directive Division comments
 - Revise issuance
- Pre-signature (concurrent with Federal Register process)
 - Submit pre-signature package to USD(P&R) Portal POC to request OGC legal sufficiency review (OGC LSR)
 - Begin federal register package assembly
 - Adjudicate OGC LSR comments
 - Revise issuance
 - Request security review
 - Revise issuance and package re: security review

- Federal Register (concurrent with Federal Register process)
 - Assemble federal register package requesting interim rule posting
 - Contact Department of Justice (DOJ) for informal review
 - Gather, review, adjudicate, and summarize federal register comments
 - Revise issuance
 - Submit revised issuance to OGC and DOJ for review
 - Revise issuance based on feedback
 - Submit federal register package requesting final rule posting to USD(P&R)
- Signature & Posting
 - Prepare package for USD(P&R) signature (may require email and/or hard copy delivery)
 - Request distribution from Directives Division

DoD Instruction 1020.ef MEO

Current stage: Request for third precoordination submitted to Directives Division

Next steps:

- Precoordination
 - Receive comments from Directives Division
 - Adjudicate comments and revise issuance
 - Request OGC LOR through DoD Directives Portal
 - Email revised issuance, SD 106 to (b)(6)
 - Adjudicate Directives Division comments
 - Receive OGC LOR comments
 - Adjudicate OGC LOR comments
 - Revise issuance
 - Assemble & submit to USD(P&R) formal coordination package
 - Action memo
 - Summary of changes
 - Cape analysis
 - Confirm stage of review by DoD Internal Collections
- Formal Coordination
 - Finalize formal coordination request and submit to USD(P&R)
 - Submit issuance to DoD Internal Collections for review (may need to occur prior to formal coordination)
 - Receive comments from components
 - Adjudicate comments from Components
 - Critical comments must be removed from the system by the component OR a substantive justification must be provided
 - Revise issuance to incorporate component comments
 - Assemble and submit presignature package to Directives Division
 - Adjudicate Directive Division presignature comments
 - Revise issuance

- Pre-signature (concurrent with Federal Register process)
 - Submit package to USD(P&R) POC to request OGC legal sufficiency review (OGC LSR)
 - Begin federal register package assembly
 - Adjudicate OGC LSR comments
 - Revise issuance
 - Request security review
 - Revise issuance and package re: security review
- Federal Register (concurrent with pre-signature process)
 - Assemble federal register package requesting interim rule posting
 - Contact Department of Justice (DOJ) for informal review
 - Gather, review, adjudicate, and summarize federal register comments
 - Revise issuance
 - Submit revised issuance to OGC and DOJ for review
 - Revise issuance based on feedback
 - Submit federal register package requesting final rule posting to USD(P&R)
- Signature & Posting
 - Prepare package for USD(P&R) signature (may require email and/or hard copy delivery)
 - Request distribution from Directives Division

Analytics Support and Ad-hoc Report Development

1. Update the MD-715 Assessment Report according to Congressional requirements. MD-715 reports are submitted annually to the Equal Employment Opportunity Commission (EEOC). These reports are used to assess the impact and quality of service delivery of EEO programs. An FY13 assessment must be conducted and compared against FY12 MD715 assessment findings. This will include analysis and synthesis of findings from Service and Component EEO MD-715 submittals using quantitative and qualitative analytical approaches. Target dates: start: February 18, 2014; complete: May 31, 2014.

2. Complete up to four minority reports using FY13 data and provide ad-hoc reports as necessary. During FY12, ODMEO developed a prototype summary report outlining the state of diversity within DoD among African Americans. ODMEO requires an update of that report with FY13 data, as well as reports for the remaining demographic groups. Target dates: start: February 18, 2014; complete: July 31, 2014.

3. Develop an M&RA deck with FY13 data. During FY13, ODMEO developed a summary deck to brief to Service senior leadership to comply with FY13 NDAA requirements. This presentation must be updated utilizing current FY13 data. Target dates: start: February 18, 2014; complete: February 28, 2014.

4. Complete a Comprehensive DoD Policy on the Prevention of Sexual Harassment. FY 13 NDAA congressional report required SecDef to submit a comprehensive policy to prevent sexual harassment. The submission is due to congress (SASC/HASC Armed Services Committees) by March 1, 2014. The report will include a policy memorandum signed by SecDef or USD(P&R) announcing key features of the DoD Instruction. The policy must include the following according to legislation: 1) Preventive Training; 2) Mechanisms for reporting sexual harassment incidents; 3)

Mechanisms for resolving sexual harassment incidents, and 4) Procedures to address anonymous sexual harassment incidents. Target dates: start: February 18, 2014; complete: March 1, 2014.

Accountability Framework Implementation

1. Develop EEO Final Curriculum Report with Recommendations. Recently ODMEO conducted a current state assessment of core EEO practitioner courses and course materials. ODMEO will expand and strengthen the current assessment by providing more direct courseware guidance to Defense Equal Opportunity Management Institute (DEOMI) based on an evaluation of industry best practices and findings from the current state assessment. Findings will be reported to ODMEO senior leaders and the DEOMI Board of Advisors (BOA). Target dates: start: February 18, 2014; complete: April 15, 2014.

2. Provide EEO Symposium support. ODMEO will host this annual symposium in the 3rd Quarter of FY14. Support is required to design the symposium agenda which will include plenary sessions, topic-based small group break-out sessions, and noted Federal and DoD EEO/MEO/Diversity experts. Topics may include updates on civilian employment law, best practices and skill building sessions for EEO practitioners in compliance and affirmative employment activities, and use of DoD climate assessment tools. In addition to agenda development, support is required during the symposium with small group sessions. Target dates: start: February 18, 2014; complete: May 31, 2014

3. Develop EEO/MEO Joint Basing Reports. The Base Realignment and Closures (BRAC) effort resulted in the categorization of EEO as a command support advisory service function. ODMEO will continue its review of potential inconsistencies and issues related to EEO service delivery by examining EEO complaint handling practices, workforce training delivery and handling of requests for reasonable accommodation. In support of this effort, ODMEO intends to conduct site visits at joint bases to capture data. Findings will be reported to ODMEO senior leaders. Target dates: start: February 18, 2014; complete: July 31, 2014

4. Complete Draft D&I Summary Report. This report provides an overview of the functional direction and highlights specific DoD accomplishments. The ODMEO Draft D&I Summary Report will be completed by working with each ODMEO Director to define specific content, socializing the report with relevant working groups and presenting the report to the ODMEO Director for concurrence. Target dates: start: February 18, 2014; complete: July 31, 2014.

Prevention of Sexual Harassment:

1. FY 13 NDAA Congressional Report on Data and Information Collected on Substantiated Sexual Harassment Incidents from the Military Departments and the National Guard. Report due to Congress (SASC/HASC Armed Services Committees) on April 30, 2014. FY13 NDAA, Sec. 579 (b): DATA COLLECTION AND REPORTING REGARDING SUBSTANTIATED INCIDENTS OF SEXUAL HARASSMENT.

(1) PLAN REQUIRED. The Secretary of Defense shall develop a plan to collect information and data regarding substantiated incidents of sexual harassment involving members of the Armed Forces. The plan shall specifically deal with the need to identify cases in which a member is accused of multiple incidents of sexual harassment.

(2) **SUBMISSION OF PLAN.** On June 1, 2013, the Secretary of Defense was required to submit to the Committees on Armed Services of the Senate and the House of Representatives the plan developed under paragraph (1).

(3) **REPORTING REQUIREMENT.** As part of the reports required to be submitted in 2014 under section 1631 of the Ike Skelton National Defense Authorization Act for Fiscal Year 2011 (Public Law 111-383; 124 Stat. 4433; 10 U.S.C. 1561 note), the Secretary of Defense shall include information and data collected under the plan during the preceding year regarding substantiated incidents of sexual harassment involving members of the Armed Forces.

4. SPECIAL REQUIREMENTS

This section describes the special requirements for this effort. The following sub-sections provide details of various considerations on this effort.

4.1. KEY PERSONNEL

The Contractor shall provide qualified personnel for the key position under this contract. The key position is the Program Manager. The Contractor shall ensure that the PM possesses the skills, knowledge, training, and certification(s) required to satisfactorily perform all services required by the contract.

This section describes the special requirements for this effort. The following sub-sections provide details of various considerations on this effort:

The Contractor shall provide qualified personnel for the key positions under this contract.

Program/Project Manager (PM): 7+ years of Diversity and Inclusion Experience

Analytical Experience: 3+ years in analytics/familiar with assessing and identifying MEO, EEO/MD-715 and D&I data element and measures to include manipulating data contained in DCPDS, DMDC, OPM and EEOC

Legal Expertise: 3+ years of DoD experience

Team members: 3+ years in DoD policy, strategic planning and addressing Diversity and Inclusion issues at the OSD level. During the first 90 calendar days of performance, the Contractor shall make no substitutions of key personnel without the approval of the Contracting Officer, unless illness, death, or termination of employment necessitates the substitution. The Contractor shall notify the Contracting Officer as soon as possible after the occurrence of any of these events and provide the information required below.

After the initial 90 calendar day period, the Contractor may propose a substitution. The Contractor shall notify the Contracting Officer in writing of any proposed substitution at least thirty (30) days in advance of the proposed substitution. The Contractor shall provide a detailed explanation of the circumstances necessitating the proposed substitutions, complete resumes for the proposed substitutes, and any additional information requested by the Contracting Officer. The Contractor shall, prior to making any substitution permanent, demonstrate to the satisfaction of the Contracting Officer, that the qualifications of the proposed substitute personnel is equal to or better than the qualifications of the personnel originally identified for the position. The Contracting officer will

notify the Contractor within 15 calendar days after receipt of all required information of the decision on proposed substitutions.

4.2. GOVERNMENT FURNISHED MATERIALS

Basic facilities such as work space and its associated operating requirements (i.e., phones, desks, utilities, information technology, consumable and general purpose office supplies) will be provided while working in Government facilities. Additionally, the tasks in this PWS require a physical presence in order to ensure successful performance. The Government will provide information, material and forms unique to the Government for supporting the task. All Government unique information related to this requirement, which is necessary for Contractor performance, will be made available to the Contractor. The COR will be the point of contact for identification of any required information to be supplied by the Government.

4.3. SECURITY

Overarching security requirements and Contractor access to classified information is specified in the basic DD Form 254. All contractor personnel with access to unclassified information systems, including e-mail, shall have at a minimum a favorable National Agency Check (NAC).

Access to classified data/information may be required in the performance of this PWS. Material and documents prepared under this PWS will be accorded the appropriate level of classification based on the classification of the source information. Contractor personnel requiring access to classified information shall be required to sign a Non-Disclosure Agreement/Statement concerning the subject matter of these functions and related privacy requirements.

4.4. QUALITY CONTROL PLAN

The Contractor shall prepare and adhere to a Quality Control Plan (QCP). The QCP shall document how the Contractor will meet and comply with the quality standards specified in the PWS, and Quality Assurance Surveillance Plan (QASP). At a minimum, the QCP must include a self-inspection plan, an internal staffing plan, and an outline of the procedures that the Contractor will use to maintain quality, timeliness, responsiveness, customer satisfaction, and any other requirements set forth in this PWS.

4.5. DOCUMENTATION

Documents, data files, reports, correspondence, and all other documents and writings, together with any charts, graphs, tables, illustrations, photographs, images, and other illustrative, explanatory, historical documents related thereto or independent thereof, regardless of the medium (or media) by which they were produced, preserved, stored, or created in connection with or for purpose(s) of work performed under this PWS and contract, are property of the Government and shall be delivered to the COR promptly, upon request.

The Contractor agrees to assume responsibility for protecting the confidentiality of Government records, which is not considered public information. Each Contractor or employee of the Contractor to whom information may be made available or disclosed shall be notified in writing by the Contractor that such information may be disclosed only for purposes and to the extent authorized herein. The Contractor shall not release any information related to this contract to the public, media or other unauthorized persons or organizations unless the government has conducted the appropriate security review and granted written approval (e.g. posting information to a public website).

4.6. TRANSITION

The Contractor shall follow its transition plan submitted as part of their proposal and keep the Government fully informed of status throughout the transition period. Throughout the phase-in/phase-out periods, it is essential that attention be given to minimize interruptions or delays to work in progress that would impact the mission. The Contractor must plan for the transfer of work control, delineating the method for processing and assigning tasks during the phase-in/phase-out periods.

Phase-in

The Contractor shall submit a detailed phase-in plan to include start-up activities that may be required to transition to full operational capability upon conclusion of the transition period.

The Contractor shall:

- Provide a detailed transition methodology in logical sequence to ensure a smooth transition of all tasks/subtasks of the contract without interruption or degradation of service levels;
- Provide a timeline for completion; and
- Identify associated risks and issues and risk mitigation strategies.

4.6.1. Phase-out

The Contractor shall provide a phase-out plan no later than sixty (60) days prior to expiration of this contract. The Contractor shall maintain complete documentation that is totally assessable to the designated Government representatives via a web portal or some other portal as the Government directs. The Contractor shall overlap with incoming Contractor during transition for a nominal period of 30 days and will work with Government personnel and the incoming contractor to transfer knowledge, information and documentation for all projects and tasks related to this contract. The type of information and documentation to be transferred includes but is not limited to the initial data created/developed/generated as a result of this contract.

Note: All automated data files in the possession of the contractor are the property of the Government and shall be turned over to the KO or the COR at the completion or termination of the contract. Additionally, all records related to the execution of the current contract shall be returned to the Government as electronic copies that are readable and accessible by the Government.

5. PERFORMANCE REQUIREMENTS SUMMARY

Requirements	Performance Standards	Acceptable Quality Level	Method of Surveillance
<i>Provide support personnel to meet PWS requirements</i>	All contractor personnel possess the skills needed to perform the required tasks as specified in the PWS.	<p>All contractor personnel possess the needed skills within 2 weeks of processing to the ODMEO office.</p> <p>The Contractor's work products are suitable to support the full range of analysis as specified in the PWS.</p> <p>The contractor's personnel are qualified and adept at presenting clear, concise, factual reports free from political conclusions or any judgment of individual journalist(s). Editorial and typographical errors should be few.</p>	COR review/government personnel feedback
<i>Submit a monthly status report</i>	<p>The Status Report accurately reflects progress, status; proactively identifies and addresses any problems or issues encountered; and recommended resolutions are feasible and likely to succeed in resolving issues.</p> <p>Report is submitted by the first Friday of every month</p> <p>Reports are grammatically correct and professional in appearance</p>	<p>Deviation with COR or designee approval.</p> <p>No more than 3 reports may be submitted by COB of the first Monday following the first Friday of each month</p> <p>Draft documents contain minor typographical errors; Final documents are error free</p>	COR Review
<i>Hours of Work/Workload Management</i>	The contractor ensures that sufficient staff is available on-site at ODMEO at all times during core business hours to support assigned requirements. The contractor shall ensure its personnel accomplish the assigned tasks within agreed upon schedules, and at an acceptable level of quality.	The Contractor ensures that sufficient staff is available during core business hours to proactively interact with clients and complete the requirements specified in the PWS. Contractor also ensures the COR is informed of developments with assigned actions.	COR review/government personnel feedback
<i>Services and Deliverables</i>	The Contractor provides the full range of services required to support the requirements addressed in section 3.0 of the PWS.	<p>The Contractor provides competent expertise and analysis that is consistent with the quality levels specified in the PWS.</p> <p>Deliverables are factual, well-written, 99% free of grammatical errors or misspellings, and free from political conclusions drawn by the analyst or any judgment of individual journalists. Writing meets college Baccalaureate degree standards for English grammar, spelling, and composition.</p> <p>Deliverables are accomplished by the due date/time specified in Section 6 of the PWS.</p>	Random review of work products by the COR no less than once a week and feedback from appropriate Government sources.

6. DELIVERABLES

Deliverables shall be submitted to the COR designated in the COR Appointment letter. All deliverables shall be submitted using Microsoft Office suite of tools (for example, MS Word, MS Excel, MS PowerPoint), or Adobe PDF format, unless otherwise specified by the COR. Electronic submission shall be made via email, unless otherwise agreed to by the COR.

The COR has the right to reject or require correction of any deficiencies found in the deliverables. In the event of a rejected deliverable, the Contractor will be notified in writing by the COR of the specific reasons for rejection.

The following table specifies the deliverables for this requirement.

Reports:

The Contractor shall provide a monthly written status report documenting task support, issues and progress. The report shall detail contractor activities during the reporting month and plan for the following two months. The report shall include a summary of work performed and deliverables completed, current or projected problems and issues and their resolution, and explanation of the deviations from the last month's projections and any recommendations related to the effort. The report shall list direct costs, travel and other direct charges. Progress reviews will be performed as directed by the Contracting Officer's Representative (COR) and will generally summarize the status and progress of all activities being performed by the contractor under this task work statement. Progress reviews will take place at those locations requested by the COR. Specific dates for progress reviews will be agreed between the COR and the contractor's Program Manager. The Contractor shall arrange presentations and prepare specific and concise strategies and action plans to address any issues raised.

Deliverable Title	Delivery Time	Frequency
Non-Disclosure Agreement	NLT 14 days after award; and upon replacement of personnel	One time and as necessary for replacement of personnel
Monthly Status Report	NLT the 10 th of each month	Monthly
Trip Report	NLT 14 days following completion of travel	As necessary
Draft Staff Action, Papers/Reports/Materials	As requested	As necessary