

**Air Force Personnel Services Delivery Transformation
– Strategic Partnership**

PERFORMANCE WORK STATEMENT

**For
Support for the
National Guard Bureau Manpower, Personnel and Services Directorate
[NGB/A1]
And
Regular Air Force and Civilian Change Management**

Contract No. FA8734-08-D-0003-0013
United States Air Force

Version 4.0

10 September 2012

1.0 DESCRIPTION OF SERVICES (ANG Tasks)

Provide continued technical support for the National Guard Bureau Personnel Plans and Integration Division [NGB/A1X] and National Guard Bureau Personnel Data Systems Division [NGB/A1Q] of the Manpower Personnel and Services Directorate [NGB/A1] to accomplish tasks/work required of the Air National Guard (ANG) to implement military personnel/ military finance transformation initiatives. (The term finance herein represents only those processes of planning, programming, budgeting, and executing military pay, allowances, entitlements, and travel.) The contractor and the ANG government staff will function as a single team under the direction of the NGB/A1X or NGB/A1Q division chiefs, as applicable, to perform the PWS tasks from either a planning or tactical perspective.

1.1. ANG Documentation and Knowledge Management– develop ANG current and future processes/procedures/capabilities documentation and knowledge articles. Develop ANG portions of military personnel and/or military finance process documentation and knowledge base (KB) for approximately 105+ Air Force Integrated Personnel and Pay System (AF-IPPS) processes. Coordinate with the Regular Air Force (RegAF) and Air Force Reserve (AFR) to ensure specific and unique ANG needs are included and/or documented separately. Develop complete documentation for any ANG redesign efforts for use in training programs, user handbooks, the Total Force (TF) KB, and change management venues in support of transformation initiatives. Coordinate with the Business Process Owners (BPOs) to ensure accurate and effective process documentation and knowledge are developed. Participate in any relevant my-Pers-Total Force Service Center (myPers-TFSC) projects and teams (e.g., Customer/Agent Guided Assistance and Training) as an ANG PSDT documentation and knowledge management representative. The following activities are included in support of this service:

1.1.1 Governance

- 1.1.1.1 Review, revise and/or augment, if needed, and implement the Government-approved Documentation Plan and Knowledge Management (KM) Strategy and Governance for ANG requirements for developing and monitoring military personnel/military finance documentation and knowledge for training programs, user handbooks, and change management and to include ensuring Air Force/ANG Instructions and checklists are updated and kept current.
- 1.1.1.2 Coordinate with Government-approved Total Force Service Center KM Strategy and Governance.
- 1.1.1.3 Coordinate with ANG Government-approved Documentation Plan
- 1.1.1.4 Assess effectiveness through metrics.

1.1.2 Documentation and Knowledge Management Program Management (Ref: CDRL A001)

- 1.1.2.1 In the Business Process Reengineering environment, identify, track and convey Government-approved KM requirements for the ANG.
- 1.1.2.2 Manage and track current and future documentation and TF KM requirements and provide bi-weekly tracking report.
- 1.1.2.3 Assess effectiveness of program management through metrics.
- 1.1.2.4 Monitor and track documentation and TF knowledge materials for changes required due to process, system, or web user interface changes.
- 1.1.2.5 Ensure publication of all new documentation precedes training delivery or change management requirement.

- 1.1.2.6 Provide cost, schedule, and status reports to provide insight to effectively manage the ANG support effort. Provide input to TF project schedule.
- 1.1.2.7 Provide status input to NGB/A1 TO Dashboard and PSDT-SP Weekly Report.

1.1.3 Documentation and Knowledge Management Processes

- 1.1.3.1 Function as ANG liaison in the TF KM Center, assist with the KM Board process(es), and capture knowledge article recommendations for ANG consideration.
- 1.1.3.2 Analyze research, diagram business process flows; create detailed narrative instructions with reference material, computer screen captures, web links, computer system/application navigation; update procedures, and output products for inclusion into a comprehensive user technical manual or handbook, training tutorials, job aids, and knowledge materials (Knowledge Articles (KAs)), guided assistance/resolution, etc) in support of AF-IPPS and other Personnel Services Delivery Transformation (PSDT) processes and systems.
- 1.1.3.3 Publish, continually monitor and manage the manual/handbook, training tutorials, job aids, all knowledge materials and guidance/reference materials.
- 1.1.3.4 Develop, produce, and manage procedural change announcements.
- 1.1.3.5 Draft, coordinate, and publish KAs, handbooks/guides, training tutorials, job aids, navigation guides, reference sheets, guided assistance/guided resolution, and training and change management materials.
- 1.1.3.6 Draft, coordinate, edit, and incorporate any changes and related updates to the process or received from user feedback in any KA, handbooks/guides, training tutorials, job aids, navigation guides, reference sheets, guided assistance/guided resolution, and training and change management materials.
- 1.1.3.7 Draft, edit, and coordinate with Business Process Owners (BPOs) any changes related to updates to processes or received from user feedback in KA, Air Force/ANG Instructions and checklists.
- 1.1.3.8 Capture and apply the new documentation and knowledge on-line before full delivery of a business area to the field.
- 1.1.3.9 Develop any additional supporting material necessary to document and capture knowledge for future business processes and/or applications.
- 1.1.3.10 Develop, with change management team members, briefings and presentations to support change management activities of transformation initiatives or ensure change management team is working with current published KM products.
- 1.1.3.11 Manage list of all documentation materials that need reformatting and send reformatted materials to government documentation lead for review and provide analysis report monthly.
- 1.1.3.12 Manage inventory list of all KM materials that need reformatting and send reformatted materials to government KM lead for review and provide analysis report monthly.
- 1.1.3.13 Reformat existing documentation/knowledge materials using new templates and report status to government documentation/KM lead.

1.1.4 Documentation and Knowledge Publishing

- 1.1.4.1 As required, pursue and utilize various formats to prepare, present, coordinate and archive documentation and knowledge materials to include but not limited to paper presentations; modern content manufacture, delivery and corresponding training systems; centrally located computerized files; Power-point presentations; computer-based Training

Tutorials; video presentations; Web/Air Force Portal files; business diagrams/flowcharts, business process procedures/guidance, computer application instructions and computer system output products.

| Roles & Responsibilities | |
|---|---|
| Government | <ul style="list-style-type: none"> • Prioritize and coordinate ANG knowledge for publishing • Provide vision and direction in relationship to Governance, Charter, and Strategy activities • Promote TF involvement in the KM process • Prioritize KM and documentation activities, validates, and approves recommendations • Provide input into prioritization of KM and documentation activities • Provide direction on maintenance requirements of all ANG knowledge and documentation |
| Deliverables | Due Date |
| Stakeholder analysis report of required knowledge and documentation | <ul style="list-style-type: none"> • Monthly |
| Current knowledge and documentation sustainment | <ul style="list-style-type: none"> • Ongoing |
| Future knowledge and process documentation | <ul style="list-style-type: none"> • Ongoing |
| TO10 Dashboard Update (CDRL A001) | <ul style="list-style-type: none"> • Bi-weekly |
| PSDT-SP Weekly Report (CDRL A001) | <ul style="list-style-type: none"> • Weekly |

1.2. ANG Change Management – support Change Management efforts in the ANG to move ANG stakeholders along a continuum from awareness, to understanding, to acceptance, to adoption and finally ownership of military personnel/military finance transformation initiatives. Assess RegAF and AFR components change management efforts to ensure ANG stays in step with Total Force way ahead. Support the PSDT Integrated Change Management Team (ICMT) as an ANG change management representative. The following activities are included in support of this service:

1.2.1 Governance

- 1.2.1.1 Review, revise if needed, and implement the Government-approved communications/Public Affairs outreach plan for the ANG to convey the changes from today's to tomorrow's military personnel and military finance servicing and processing environment.
- 1.2.1.2 Coordinate with Total Force Government-approved communication plan.
- 1.2.1.3 Assess effectiveness through metrics.

1.2.2 Change Management Program Management (Ref: CDRL A001)

- 1.2.2.1 Manage and track current and future change management requirements through the use of detailed change management campaign timelines and provide bi-weekly tracking report.
- 1.2.2.2 Assess effectiveness of deployed change management communications and products through metrics.
- 1.2.2.3 Monitor change management materials for changes required due to program strategy and/or process, systems, or web user interface changes.
- 1.2.2.4 Ensure timely publication of change management materials coincides with documentation and training delivery.
- 1.2.2.5 Provide cost, schedule, and status reports to provide insight to effectively manage the ANG support effort. Provide input to TF project schedule.
- 1.2.2.6 Provide status input to NGB/A1 TO Dashboard and PSDT-SP Weekly Report.

1.2.3 Change Management Process (Ref: CDRL A002)

- 1.2.3.1 Develop themes and assess effectiveness of messages through feedback and metrics.
- 1.2.3.2 Identify potential change barriers and challenges associated with transformation and the future ANG military personnel and military finance servicing environment.
- 1.2.3.3 Identify stakeholder groups (internal to the organization and external customers), and key points of contact within each stakeholder group.
- 1.2.3.4 Conduct interviews, surveys, and/or focus groups to gather information.
- 1.2.3.5 Analyze stakeholders (e.g., degree of influence, key issues and concerns, potential risks).
- 1.2.3.6 Develop change management materials; such as, briefings, newsletter articles, and public affairs communications, vodcasts, etc. Use a comment review matrix that includes a version control process to track product content changes occurring with development review or update.
- 1.2.3.7 Develop and incorporate ANG messages for inclusion in TF messages or edit TF messages to properly address ANG requirements.
- 1.2.3.8 Prepare, present, or manage briefings and demos support at/for events, summits, conferences, executive courses, and workshops.
- 1.2.3.9 Develop ANG content for public online resources

- 1.2.3.10 Post and keep current ANG communications information on any web-enabled venues.
- 1.2.3.11 Publish and manage procedural change announcements.
- 1.2.3.12 Assist the government ANG change management lead in TF change management meetings.

1.2.4 Change Management Delivery (Ref: CDRL A002)

- 1.2.4.1 Public affairs media, such as the Air Force News, On-Guard Magazine, ANG unit publications, etc.
- 1.2.4.2 Videos, vodcasts, broadcasts, and online communication/meeting venues.
- 1.2.4.3 Conferences, workshops, executive courses, summits and unit locations.
- 1.2.4.4 Presentations, tri-fold brochures, newsletters, fact sheets, posters, FAQs,
- 1.2.4.5 Online resources, such as myPers website, Air Force Portal, the Air Force AF-IPPS Portal page and the ANG PSDT Community of Practice.

| Roles & Responsibilities – Change Management | |
|--|--|
| Government | <ul style="list-style-type: none"> • Provide vision and direction for ANG Change Management efforts • Prioritize activities, validate, and approve recommendations • Monitor activities and schedule, assess risk and issues, and track performance • Approve contractor change management plans |
| Deliverables | Due Date |
| ANG Specific Campaign Timelines | <ul style="list-style-type: none"> • Developed per gov't direction • Updated monthly |
| ANG Change Management Plan | <ul style="list-style-type: none"> • Updated per gov't direction |
| PSDT/TFSC briefing at conferences, workshops, and/or courses | <ul style="list-style-type: none"> • Minimum of 8 outreach briefings |
| PSDT/TFSC ANG Change Management Vodcasts (CDRL A002) | <ul style="list-style-type: none"> • 1 every 2 months as a minimum or as needed to support a requirement |
| TO10 Dashboard Update (CDRL A001) | <ul style="list-style-type: none"> • Bi-weekly |
| PSDT-SP Weekly Report (CDRL A001) | <ul style="list-style-type: none"> • Weekly |

1.2.5 ANG Change Network Deployment and Management (Ref: CDRLs A003, A004, A005, A006)

- 1.2.5.1 In conjunction with the Government, revise the activities and timing detailed in the Change Network implementation plan.
- 1.2.5.2 Review, and revise if needed, change network handbook and training materials.
- 1.2.5.3 Develop and manage process for keeping functional email address list updated.
- 1.2.5.4 Oversee and manage all steps to fully deploy the Change Network, including reaching out to all ANG units via telephone, Defense Connect Online (DCO), or select face-to-face visits.
- 1.2.5.5 Determine change network communication mechanisms (monthly meetings, CoP usage, email distribution lists, etc.).
- 1.2.5.6 Investigate the development of a collaborative online capability for members of the ANG Change Network.
- 1.2.5.7 Develop change network performance measures and collection mechanisms.
- 1.2.5.8 Develop metrics display.
- 1.2.5.9 Plan, design, and develop Change Network announcements, training materials, vodcasts, briefings, and/or DCOs. Collaborate with and coordinate assistance from the ANG Training Planning Team (TPT) and ICMT.
- 1.2.5.10 Develop procedures/processes to create and sustain momentum among members of the Change Network.
- 1.2.5.11 Coordinate with NGB/A1 Divisions to announce the Change Network and solicit change activities and provide feedback received through the Change Network.
- 1.2.5.12 Ensure frequent usage of the Change Network on a monthly basis.
- 1.2.5.13 Collaborate with the development of Change Networks across other components, in step with the ICMT CM strategy.

| Roles & Responsibilities – Change Network | |
|---|--|
| Government | <ul style="list-style-type: none"> • Provide vision and direction for ANG Change Network efforts • Prioritize activities, validates, and approves recommendations • Monitor activities and schedule, assess risks and issues, and track performance • Approve deployment activities, timing, and materials • Promote usage of the Change Network among NGB/A1 Divisions • Act as Change Champion and approve all activity and communications disseminated through the Change Network |
| Deliverables | Due Date |
| Revised Change Network Implementation Plan (CDRL A003) | <ul style="list-style-type: none"> • 30 days after award |
| Change Network Handbook (CDRL A004) | <ul style="list-style-type: none"> • 30 days after award; updated regularly per client direction thereafter |
| Change Network Collaborative On-Line Capability | <ul style="list-style-type: none"> • 120 days after award |

| Roles & Responsibilities – Change Network | |
|--|---|
| (CDRL A005) | |
| Change Network Metrics and Collection Mechanism (CDRL A006) | <ul style="list-style-type: none"> 60 days after award |
| Bi-Monthly Change Network Activity Report | <ul style="list-style-type: none"> Every two months |
| TO10 Dashboard Update (CDRL A001) | <ul style="list-style-type: none"> Bi-weekly |
| PSDT-SP Weekly Report (CDRL A001) | <ul style="list-style-type: none"> Weekly |

1.2.6 ANG Social Media Strategy (Ref: CDRLs A007, A008)

- 1.2.6.1 Assess current social media capabilities, Air Force component policies, uses, and guidance, including best practices of successful commercial and other government social media implementations.
- 1.2.6.2 Draft an ANG PSDT social media assessment, social media strategy report, and execution plan.
- 1.2.6.3 If determined feasible, execute social media activities, monitor customer postings, coordinate information discrepancies with ANG Business Process Owners, and take action required to mitigate information discrepancies in the social media venue(s).
- 1.2.6.4 Identify social media performance metrics needed to measure communications and feedback effectiveness.
- 1.2.6.5 Review, revise if needed, and assist in implementing the Government-approved ANG communications/public affairs outreach plan, to incorporate social media guidelines.
- 1.2.6.6 Explore application of social media channels as part of the ANG Change Network initiative.

| Roles & Responsibilities – Social Media Strategy | |
|--|--|
| Government | <ul style="list-style-type: none"> Provide vision and direction for ANG Social Media efforts Prioritize activities, validates, and approves recommendations Monitor activities and schedule, assess risks and issues, and track performance Approve deployment activities, timing, and materials |
| Deliverables | Due Date |
| ANG Social Media Assessment Strategy Report, and Execution Plan (CDRL A007) | <ul style="list-style-type: none"> 150 days after award |

| Roles & Responsibilities – Social Media Strategy | |
|---|--|
| Social Media Performance Metrics (CDRL A008) | <ul style="list-style-type: none">• 150 days after award (to be delivered with Execution Plan) |
| TO10 Dashboard Update (CDRL A001) | <ul style="list-style-type: none">• Bi-weekly |
| PSDT-SP Weekly Report (CDRL A001) | <ul style="list-style-type: none">• Weekly |

1.3. ANG Stakeholder Training – support ANG military personnel/military finance process training for transformation initiatives that enables ANG stakeholders (member, commander, coordinator, approver, etc) to effectively use and employ current and future services. Develop, with documentation team members, ANG portions of approximately 100 lesson plans/training tools for AF-IPPS and complete lesson plans/training tools for any ANG redesign efforts for delivery via broadcasts, web casts, internet-based training, and face-to-face training sessions. Assist in the assimilation and production of material for use in skill-level awarding technical training courses and Career Development Courses. Coordinate with Regular and Reserve components to ensure ANG training efforts are in step with Total Force way ahead. Participate in any relevant myPers-TFSC projects or teams (e.g., Customer/Agent Guided Assistance and Training) as an ANG PSDT training representative. Support the PSDT Integrated Change Management Team as an ANG training representative. Participate in the AF-IPPS Training Integrated Process Team activities as an ANG representative. The following activities are included in support of this service:

1.3.1 Governance

- 1.3.1.1 Review, revise if needed, and implement the Government-approved plan for training ANG members on military personnel/military finance transformation initiatives.
- 1.3.1.2 Coordinate with Total Force Government-approved training plan.
- 1.3.1.3 Assess effectiveness through metrics.

1.3.2 Training Program Management (Ref: CDRL A001, A009)

- 1.3.2.1 Manage and track current and future training requirements and provide bi-weekly tracking report.
- 1.3.2.2 Assess effectiveness through metrics by capturing statistics on use of training tools and feedback on content.
- 1.3.2.3 Monitor training materials for changes required due to process, systems, or web user interface changes.
- 1.3.2.4 Ensure timely publication of training materials before process delivery.
- 1.3.2.5 Track training completion.
- 1.3.2.6 Coordinate and facilitate Training Planning Team (TPT) meeting and working group sessions. Assist Government lead with preparation of agendas, briefings, and tracking of action items related to the ANG PSDT training workstream.
- 1.3.2.7 Provide cost, schedule, and status reports to provide insight to effectively manage the ANG support effort. Provide input to TF project schedule.
- 1.3.2.8 Provide status input to NGB/A1 TO Dashboard and PSDT-SP Weekly Report

1.3.3 Training Process (Ref: CDRL A009, A010)

- 1.3.3.1 Coordinate with ANG BPOs, our documentation team, our ARC TPT, and any relevant TFSC teams (e.g., Customer/Agent Guidance Assistance and Training) on development and maintenance of all training materials.
- 1.3.3.2 Conduct fit/gap / training needs analysis for ANG military personnel/military finance programs and procedures.
- 1.3.3.3 Assess the impact of various training delivery methods with audience.
- 1.3.3.4 Ensure delivery of the needed information to the intended audience.
- 1.3.3.5 Review implementation plans to incorporate users at every level of military personnel/military finance activity: headquarters, Joint Forces Headquarters-Air, unit, Commander's Support Staff (CSS) and schoolhouse.

- 1.3.3.6 Draft and coordinate course design documents and storyboards to develop and maintain end-state training products; e.g., electronic Learning Tools (eLTs) and job aids. Ensure all training developed complies with DOD and USAF standards including Sharable Content Object Reference Model (SCORM)—a collection of standards and specifications for web-based e-learning. Provide voice over, animation and graphic design support.
- 1.3.3.7 Use a comment review matrix that includes a version control process to track product content changes occurring with development review or update.
- 1.3.3.8 Provide ANG/AF military personnel subject matter experience to assist instructional designer person(s) with determining required content of products, verifying and validating content correctness throughout development and maintenance, and providing recommendations for future topics.
- 1.3.3.9 Develop a plan, method, tracking mechanism(s), and report(s) for capturing metrics for all eLT usage/delivery and content feedback. Deliver metric reports.
- 1.3.3.10 Participate in Service and DOD sponsored workshops to facilitate documentation of user training requirements and represent the field’s input with respect to the training implementation plan.
- 1.3.3.11 Initiate and prepare training delivery logistics and coordinate with proper Government points of contact for placement on Government identified platforms.
- 1.3.3.12 Liaison with technical experts to ensure smooth delivery of training via computer-based and train-the-trainer methods.
- 1.3.3.13 Participate in the design, testing, integration, implementation, and maintenance of training web pages and applications in accordance with applicable procedures and standards.
- 1.3.3.14 Use tools such as Microsoft Front Page, Adobe Captivate, Adobe PhotoShop/Image Ready, Click2Learn Tool Book II Instructor, Macromedia MX suite consisting of Dream Weaver, Flash, RightNow Technology, Broadvision, Fireworks, Freehand, Author ware and Microsoft Office suite in development of lesson plans/training tools. Before any tool(s) is selected for use, the contractor must ensure they are able to be accessed and usable by government representatives from their assigned locations.
- 1.3.3.15 Use Instructional System Design (ISD) process, measuring content effectiveness within a context of training metric/measurement system(s).

1.3.4 Training Delivery (Ref: CDRL A010)

- 1.3.4.1 Integrate training applications and training courseware into the ANG web environment, the online service environment(s), and distant learning environment.
- 1.3.4.2 Prepare distributed change agents on the use of lesson plans/training materials.
- 1.3.4.3 Arrange broadcasts and online training meetings.

| Roles & Responsibilities | |
|--------------------------|---|
| Government | <ul style="list-style-type: none"> Provide vision and direction for ANG Stakeholder Training efforts Prioritize activities, validate, and approve recommendations Monitor activities and schedule, assess risk and issues, and track performance Advocate for training buy-in and support |

| Roles & Responsibilities | |
|---|---|
| | <ul style="list-style-type: none"> • Work with key stakeholders to coordinate appropriate participation of Government SMEs in vetting and prioritizing issues and coordinating and implementing proposed training solutions • Provide feedback and approval on training materials developed • Identify and provide access to specific Government SMEs and stakeholders • Provide direction and guidance on placement of training materials on Government delivery platforms • Coordinate with NGB/FM as required |
| Deliverables | Due Date |
| Training Product and Training Performance Metrics (CDRL A009) | <ul style="list-style-type: none"> - Plan, method, tracking mechanism(s), and report(s) completed 30 days prior to release of any training tool. - Metric reports due monthly. |
| Design Documents | <ul style="list-style-type: none"> - Schedule with a minimum of four (4) new topics due 30 days after contract start (Oct 12) - Products developed per agreed upon schedule |
| Storyboards | |
| electronic Learning Tools (eLTs) (CDRL A010) | |
| Job Aids | |
| TO10 Dashboard Update (CDRL A001) | <ul style="list-style-type: none"> • Bi-weekly |
| PSDT-SP Weekly Report (CDRL A001) | <ul style="list-style-type: none"> • Weekly |

1.4. ANG Testing – support military personnel/military finance process testing in the ANG for transformation initiatives that enable ANG stakeholders to effectively use and employ current and future services. Review, comment, and coordinate on, with Business Process Owners, over 2,000 test scripts for AF-IPPS, developing information and/or scripts for ANG processes. Develop any test scripts required for any ANG redesign efforts or, as necessary, represent the ANG in any TF future processes/procedures/capabilities test script development. Coordinate with Regular and Reserve components to ensure ANG testing efforts are in step with Total Force way ahead. The following activities are included in support of this service. The following activities are included in support of this service:

1.4.1 Governance

- 1.4.1.1 Review, revise if needed, and implement the Government-approved plan for the ANG's testing of business processes being transformed in support of ANG PSD transformation initiatives, AF-IPPS, and as necessary, for any ANG support of TF processes/procedures/capabilities before implementation in the field.
- 1.4.1.2 Coordinate with Total Force Government-approved testing plan.
- 1.4.1.3 Assess effectiveness through metrics.

1.4.2 Testing Program Management (Ref: CDRL A001)

- 1.4.2.1 Manage and track current and future testing requirements and provide weekly tracking report.
- 1.4.2.2 Assess effectiveness through metrics.
- 1.4.2.3 Monitor testing materials for changes required due to process changes.
- 1.4.2.4 Ensure timely completion of testing materials before test venues.
- 1.4.2.5 Track testing completion.
- 1.4.2.6 Provide cost, schedule, and status reports to provide insight to effectively manage the ANG support effort.
- 1.4.2.7 Provide status input to NGB/A1 TO Dashboard and PSDT-SP Weekly Report.

1.4.3 Testing Process

- 1.4.3.1 Analyze Software Requirement Modules and create effective use cases/test scripts to support test objectives.
- 1.4.3.2 Monitor system and integration testing involving business processes that undergo transformation.
- 1.4.3.3 Arrange and set up the venue for customer acceptance testing, if required.
- 1.4.3.4 Identify NGB BPO and field testers, as appropriate, to conduct end-to-end functional and user acceptance testing as test events require.
- 1.4.3.5 Ensure proper access to the systems involved in the testing is secured.
- 1.4.3.6 Upon successful system and integration testing, conduct end-to-end functional and customer/user acceptance testing for Government acceptance.
- 1.4.3.7 Participate in testing.
- 1.4.3.8 Identify and document defects/deviations during testing activities.
- 1.4.3.9 Track defects/deviations to closure or resolution.

| Roles & Responsibilities | |
|--|---|
| Government | <ul style="list-style-type: none"> • Provide vision and direction for ANG Testing efforts • Prioritize activities, validate, and approve recommendations • Monitor activities and schedule, assess risk and issues, and track performance. • Assist, if necessary, in coordinating participation of Government BPOs and field personnel in participation of various testing events as needed • Assist, if necessary, in coordinating participation of Government BPOs in creation of use cases/test scripts as needed • Assist, if necessary, in coordinating participation of Government BPOs to monitor test scripts for changes and completion • Assist, if necessary, in coordinating participation of Government BPOs to participate in defect resolution/closure as needed • Coordinate with NGB/FM as required |
| Deliverables | Due Date |
| Test Scripts | <ul style="list-style-type: none"> • As necessary |
| Test schedule project status | <ul style="list-style-type: none"> • Bi-weekly |
| Updated project schedule, including % complete and issue log | <ul style="list-style-type: none"> • Bi-weekly |
| Testing and defect metrics report for each test event | <ul style="list-style-type: none"> • Per Test Event Schedule |
| TO10 Dashboard Update (CDRL A001) | <ul style="list-style-type: none"> • Bi-weekly |
| PSDT-SP Weekly Report (CDRL A001) | <ul style="list-style-type: none"> • Weekly |

1.5. Business Process Reengineering (BPR) – conduct Business Process Reengineering to redesign and reengineer ANG-unique/specific military personnel and military finance business process at all levels. Identify, sequence, and prioritize business processes that if redesigned or reengineered would provide improved military personnel/military finance capabilities. Determine ANG-unique processes or process steps not covered in the Total Force redesign or AF-IPPS for possible candidates for redesign. Conduct these services in coordination with the 3-1/Total Force PSD/any appropriate myPers-TFSC team(s), and /or Finance BPR, and AF-IPPS efforts. Participate in any appropriate myPers-TFSC team(s) as an ANG BPR representative (e.g., Self Service Automation). Tailor BPR tools and methods to meet the specific needs of grouped projects. Coordinate with ANG change management, training, documentation, and testing team members to ensure a cohesive approach. The following activities are included in support of this service:

1.5.1 BPR Program Management (Ref: CDRL A001)

- 1.5.1.1 Manage priorities schedule and progress and provide bi-monthly tracking report.
- 1.5.1.2 Status briefings of redesign efforts and system requirements.
- 1.5.1.3 Provide cost, schedule, and status reports to provide insight to effectively manage the ANG support effort.
- 1.5.1.4 Provide status input to NGB/A1 TO Dashboard and PSDT-SP Weekly Report.

1.5.2 BPR Prioritization (Ref: CDRL A011)

- 1.5.2.1 Interview key stakeholders, either individually or together, for BPR opportunities.
- 1.5.2.2 Determine, with key stakeholders, criteria for sequencing of BPRs.
- 1.5.2.3 Develop a BPR roadmap.

1.5.3 BPR Process Modeling

- 1.5.3.1 Analyze Total Force process documentation and interview ANG BPO participants.
- 1.5.3.2 Facilitate BPR events.
- 1.5.3.3 Develop and document “As-Is” and “To Be” models, including stakeholder swim lanes, cycle times, action times, frequencies and technology aspects.

1.5.4 BPR System Requirements

- 1.5.4.1 Develop and document system requirements necessary for implementation of ANG PSD transformation initiatives.
- 1.5.4.2 Manage system requirements to implementation.
- 1.5.4.3 Develop management tools to track all system requirements to ensure sequential delivery of ANG system capabilities if not already available in the Air Force inventory.

1.5.5 BPR Process Implementation

- 1.5.5.1 Develop performance measures for each delivered process capability.
- 1.5.5.2 Develop communications about changes to processes.
- 1.5.5.3 Develop change management documentation and process guides for new process.
- 1.5.5.4 Develop training for new process.
- 1.5.5.5 Provide BPOs with input for AFI and checklist changes required.

1.5.6 Total Force BPO Participation Coordination

- 1.5.6.1 Maintain an accurate and up-to-date list of NGB BPOs as well as other Subject Matter Experts (SMEs).
- 1.5.6.2 Coordinate with BPR event leads to capture event schedule and participant requirements as early as possible.
- 1.5.6.3 Identify and coordinate participation of any NGB BPOs required for 3-1, AF-IPPS, and PSDT BPR events.
- 1.5.6.4 Record and track availability of BPOs and SMEs to supporting upcoming BPR events.
- 1.5.6.5 Collect trip reports and other out-brief information and provide to ANG leadership.

| Roles & Responsibilities | |
|--|---|
| Government | <ul style="list-style-type: none"> • Provide vision and direction for ANG BPR efforts • Prioritize activities, validate, and approve recommendations • Monitor activities and schedule, assess risk and issues, and track performance • Request/coordinate cross functional participation (e.g. FM, HR) |
| Deliverables | Due Date |
| Updated ANG Business Process Owner roster | <ul style="list-style-type: none"> • 1 month prior to BPR events |
| Updated BPR event calendar in Microsoft Outlook | <ul style="list-style-type: none"> • 1 week prior to BPR event and ongoing thereafter |
| List of ANG and NGB/A1 BPR opportunities (CDRL A011) | <ul style="list-style-type: none"> • At least 3 months after contract award and/or due based on availability of government personnel |
| BPR event | <ul style="list-style-type: none"> • As scheduled |
| TO10 Dashboard Update (CDRL A001) | <ul style="list-style-type: none"> • Bi-weekly |
| PSDT-SP Weekly Report (CDRL A001) | <ul style="list-style-type: none"> • Weekly |

1.6 ANG Data Quality Management - provide assembled data from multiple legacy systems and perform data discovery, profiling and cleansing to reduce program risk, determine rule-based authoritative data, and improve data quality prior to conversion to Air Force Integrated Personnel and Pay System (AF-IPPS). The following activities are included in support in support of AF-IPPS and other Personnel Services Delivery Transformation (PSDT) processes and systems.

1.6.1 Governance (Ref: CDRL A001)

- 1.6.1.1 Review and revise if needed, the Government-approved plan for ANG Data Quality in support of ANG PSD transformation initiatives, to include AF-IPPS
- 1.6.1.2 Provide status input to NGB/A1 TO Dashboard and PSDT-SP Weekly Report
- 1.6.1.3 Assess effectiveness through metrics.

1.6.2 Data Quality Process

- 1.6.2.1 Functions as ANG Data Analyst for military personnel data disseminated from the Air National Guard current personnel systems
- 1.6.2.2 Serves as a technical expert and data consultant on Air National Guard military personnel data to advise management of data integrity issues and provide resolution
- 1.6.2.3 Conducts data integrity analysis, provides status briefing to management
- 1.6.2.4 Apply computer system and Human Resource knowledge to situations requiring cause and effect analysis
- 1.6.2.5 Assess active duty/RegAF and Air Force Reserve components data management efforts to ensure ANG stays in step with the Total Force way ahead.
- 1.6.2.6 Coordinate with ANG, Financial Management (FM) and Defense Finance Accounting Service (DFAS) BPOs to ensure correction processes and procedures are current and effective
- 1.6.2.7 Provide data quality support for RCCPDS and TEAMS
- 1.6.2.8 In the absence of the government lead, execute running files that support data management; such as Reserve Component Common Personnel Data System (RCCPDS).

1.6.3 Profile, Analyze and Assess Data Quality

- 1.6.3.1 Examine existing data and collect information and provide statistics
- 1.6.3.2 Analyze existing data for completeness, accuracy, uniqueness, consistency, conformity and validity
- 1.6.3.3 Coordinate with ANG BPOs to define Data Quality requirements and Business Rules
- 1.6.3.4 Document and maintain stated requirements from all users.
- 1.6.3.5 Track and resolve personnel data abnormalities on both RegAF and Reserve component members
- 1.6.3.6 Use information management tools such as MilPDS, SAS, SQL, and Microsoft Suite for the purpose of identifying, managing and manipulating ANG personnel data

| Roles & Responsibilities | |
|--|---|
| Government | <ul style="list-style-type: none"> • Provide vision and direction for Data management efforts • Prioritize activities, validate, and approve recommendations • Monitor activities and schedule, and track performance • Prioritize data management, reconciliation, cleansing efforts • Coordinate with NGB/FM, component counterparts, and DFAS |
| Deliverables | Due Date |
| Data management/reconciliation/ cleansing queries | <ul style="list-style-type: none"> • As required |
| Monthly Data Management/CMS Report | <ul style="list-style-type: none"> • Monthly |
| Quarterly Root Cause Briefing | <ul style="list-style-type: none"> • Quarterly |
| TO10 Dashboard Update (CDRL A001) | <ul style="list-style-type: none"> • Bi-weekly |
| PSDT-SP Weekly Report (CDRL A001) | <ul style="list-style-type: none"> • Weekly |

1.7 ANG Data Analysis at Defense Manpower Data Center (DMDC) – participate with the ANG Benefit, Entitlement, and Identity End-system Branch at DMDC to provide data analysis in support of the DEERS program which impacts quality of data converting to the Air Force Integrated Personnel and Pay System (AF-IPPS).

1.7.1 Governance (Ref: CDRL A001)

- 1.7.1.1 Provide status input to NGB/A1 TO Dashboard and PSDT-SP Weekly Report
- 1.7.1.2 Assess effectiveness through metrics.

1.7.2 Data Analysis Process

- 1.7.2.1 Provides data analyst support for the Benefit, Entitlement, and Identity Information End-Systems Branch in support of the DEERS program.
- 1.7.2.2 Maintains frequent contact with TFSCs and ANG units to support benefit, entitlement, and identity programs.
- 1.7.2.3 Coordinates with the DMDC Support Office (DSO) and/or makes updates directly to DEERS in order to resolve cases related to eligibility or past-eligibility for ANG members and their families.
- 1.7.2.4 Assists in providing real-time reports and data retrievals on benefit enrollments, entitlements, and identity programs as well as statistical and demographic information with respect to ANG information in the DEERS database.
- 1.7.2.5 Assists with other quality and liaison requirements for the total DEERS population as time permits.
- 1.7.2.6 Works closely with the AFPC, ARPC, TFSCs, 54 Joint Forces Headquarters-Air, 90 MPFs, DEERS Project Officer, business process owners, and subject matter experts to help formulate recommended data and information system changes to enhance the effectiveness of benefit, entitlement, and identity programs.
- 1.7.2.7 Works with DMDC to run reports and analyze data feeds for accuracy and data quality in the DEERS database.
- 1.7.2.8 Assists in training, guidance and advice to states, military personnel flights and NGB staff regarding benefit, entitlement, and identity system utilization.
- 1.7.2.9 Assist the Benefit, Entitlement, and Identity End-System Branch Chief in preparing NGB position papers on benefit, entitlement, and identity information system matters in response to official inquiries.

| Roles & Responsibilities | |
|--------------------------------------|---|
| Government | <ul style="list-style-type: none"> • Provide vision and direction for Data quality efforts • Prioritize activities, validate, and approve recommendations • Monitor activities and schedule, and track performance |
| Deliverables | Due Date |
| Data Analysis Metrics | <ul style="list-style-type: none"> • Monthly |
| TO10 Dashboard Update (CDRL A001) | <ul style="list-style-type: none"> • Bi-weekly |
| PSDT-SP Weekly Report (CDRL A001) | <ul style="list-style-type: none"> • Weekly |

1.8 Performance Metrics (PM) and Quality Assurance (PM) Support – support ANG requirements in the Total Force project.

- 1.8.1 Gather any ANG data needed for PM or QA program requirements.
- 1.8.2 Participate in the developing, documenting, and populating performance metrics.
- 1.8.3 Provide status input to NGB/A1 TO Dashboard and PSDT-SP Weekly Report.
(Ref: CDRL A001)

| Roles & Responsibilities | |
|---|---|
| Government | <ul style="list-style-type: none"> • Provide vision and direction for ANG support to PM and QA efforts • Prioritize activities, validate, and approve recommendations • Monitor activities and schedule, and track performance |
| Deliverables | Due Date |
| TO10 Dashboard Update (CDRL A001) | <ul style="list-style-type: none"> • Bi-weekly |
| PSDT-SP Weekly Report (CDRL A001) | <ul style="list-style-type: none"> • Weekly |

1.9 Development Support (ARPC)

- 1.9.1 Provide maintenance, upgrade, or enhancements to existing Remedy developed applications. Develop application design according to provided Systems Requirement Module and configure RNT/Remedy software to deliver Air National Guard online services.
- 1.9.2 Assist in developing System Requirement Modules by providing technical assistance and clarification on Remedy/Right Now Technology software capabilities.
- 1.9.3 Provide ongoing support for the Remedy to Right Now Technology integration effort, converting and enhancing applications to meet Total Force integrated requirements.

| Roles & Responsibilities | |
|---|---|
| Government | <ul style="list-style-type: none"> • Provide detailed requirements • Prioritize activities • Provide the necessary access and equipment to perform the requested actions |
| Deliverables | Due Date |
| Upgraded/Enhanced Remedy/Right Now Technology application | <ul style="list-style-type: none"> • Per agreed upon schedule |

2.0 DESCRIPTION OF SERVICES (Regular Air Force (RegAF)/Civilian Technical Support)

Provide technical support to accomplish tasks/work required for the RegAF and Civilian components in support of the Total Force Integrated Change Management project. Contractors will work under the direction of the government component leads and function as a part of the team.

2.1 RegAF and Civilian Components Change Management Representative at AFPC – act as the RegAF and Civilian representative to coordinate on Total Force change management communications and materials and/or develop same for RegAF or Civilian components.

2.1.1 Governance

- 2.1.1.1 Review, revise if needed, and assist in implementing a Government-approved RegAF and Civilian Change Management Plan
- 2.1.1.2 Coordinate and obtain approval from the Total Force Change Management Office (AF/A1XT) on all change management requirements.
- 2.1.1.3 Assess effectiveness through metrics.

2.1.2 Change Management Program Management (Ref: CDRL A001)

- 2.1.2.1 Manage and track current and future change management communication and materials requirements and provide weekly tracking report.
- 2.1.2.2 Assess effectiveness through metrics
- 2.1.2.3 Monitor change management communication and materials for changes required due to program strategy and/or process changes.
- 2.1.2.4 Ensure publication of change management communications and materials coincides with requirement need.
- 2.1.2.5 Provide status input to NGB/A1 TO Dashboard and PSDT-SP Weekly Report

2.1.3 Change Management Process

- 2.1.3.1 Assist Government lead to develop themes and assess effectiveness of messages through feedback and metrics
- 2.1.3.2 Assist Government lead to develop change management communications and materials (Ref: CDRL A012)
- 2.1.3.3 Develop and incorporate RegAF and Civilian messages for inclusion in Total Force messages
- 2.1.3.4 Provide AFPC RegAF and Civilian coordination on Total Force change management communications and materials
- 2.1.3.5 Prepare, present, or manage briefings and demos support at events, summits, conferences, courses, and workshops in order to disseminate key messages and improve awareness of online services, myPers-TFSC, myPers website, etc.
- 2.1.3.6 Assist in keeping current RegAF and Civilian communications information on any web-enabled venues.
- 2.1.3.7 Coordinate change management efforts with other component activities as well as KM team and/or other AFPC-lead PSDT projects.
- 2.1.3.8 Identify and develop relationships with all RegAF and Civilian communication channel owners. Identify guidelines, constraints, process, and lead times to disseminate products to RegAF and Civilian communities

- 2.1.3.9 Identify and support (A1 and Airmen) conferences, workshops, and/or courses in order to disseminate key messages and improve awareness of online services, myPers-TFSC, myPers website, etc.
- 2.1.3.10 Provide cost, schedule, and status reports to provide insight to effectively manage the RegAF and Civilian support effort.

2.1.4 Change Management Delivery

- 2.1.4.1 Public affairs media, such as the Air Force News, Airmen Magazine, unit publications
- 2.1.4.2 Videos, broadcasts, and online communication/meeting venues
- 2.1.4.3 Conferences, workshops, summits, courses and unit locations.
- 2.1.4.4 Presentations, tri-fold brochures, newsletters, fact sheets, posters, FAQs,
- 2.1.4.5 Online resources, such as myPers website, Air Force Portal, etc

| Roles & Responsibilities | |
|--|--|
| Government | <ul style="list-style-type: none"> • Provide vision and direction for RegAF and Civilian Change Management efforts • Prioritize activities, validate, and approve recommendations • Monitor activities and schedule, assess risks and issues, and track performance • Approve contractor change management plans |
| Deliverables | Due Date |
| RegAF and Civilian Change Management Plan | <ul style="list-style-type: none"> • Updated per Government direction |
| RegAF and Civilian Specific Campaign Timelines | <ul style="list-style-type: none"> • Developed per Government direction • Updated monthly |
| Four Civilian focused Vodcasts (CDRL A012) | <ul style="list-style-type: none"> • Two NLT 3 months after contract award • Two NLT 6 months after contract award |
| TO10 Dashboard Update (CDRL A001) | <ul style="list-style-type: none"> • Bi-weekly |
| PSDT-SP Weekly Report (CDRL A001) | <ul style="list-style-type: none"> • Weekly |

3.0 DESCRIPTION OF SERVICES (Program Execution)

Provide program execution support to manage, measure, and report status and progress against all activities in alignment with Task Order 10 requirements for program management.

Specifically, the contractor will:

- 3.1 Assist the PSDT program management team in identifying, coordinating, and monitoring program-wide activities.
- 3.2 Manage the Task Order 13 Dashboard and facilitate bi-weekly Dashboard status meetings.
- 3.3 In coordination with the Government, manage and maintain the PSDT Integrated Master Schedule (IMS) and support development and maintenance of the PSDT IMS across PSDT activities.
- 3.4 Prepare agendas, briefings, and track action items related to PSDT program-wide activities including governance meetings.
- 3.5 Provide project familiarization, awareness, and updates for Project Champions, Leads, and identified team members, as required, to include developing materials and guides and facilitating workshops to continue building the Government’s Project Management capability.
- 3.6 Manage, measure, and report status and progress against all contractor activities, to include providing inputs to PSDT Program Reviews, providing inputs to performance metrics reporting as related to PSDT-SP effort, and providing inputs to program overviews/leadership briefings as required.
- 3.7 Compile, review, and distribute NGB/A1 TO Dashboard and PSDT-SP Weekly Report (Ref: **CDRL A001**)

| Roles & Responsibilities | |
|---|---|
| Government | <ul style="list-style-type: none"> • Develop and provide IMS input for each PSDT project via designated Government Project Champions and Leads • Lead planning and execution of PSDT Governance Meetings • Monitor progress across all task order requirements • Approve plans and final deliverables, work products, and plans |
| Deliverables | Due Date |
| TO10 Dashboard Update (CDRL A001) | <ul style="list-style-type: none"> • Bi-weekly |
| PSDT-SP Weekly Report (CDRL A001) | <ul style="list-style-type: none"> • Weekly |

4.0 SERVICE SUMMARY

| Performance Objective | PWS Paragraph | Performance Threshold |
|--|---|--|
| Review/Revise Documentation Plan | PWS 1.1.1 | Revised Plan provided NLT two weeks from assessment/review |
| Documentation Program Management Requirements tracked so that documentation is completed to meet plan dates and/or to conform with government deliverable schedule. | PWS 1.1.2 | 95% Conformity to plan dates or government deliverable dates |
| Documentation Process Appropriate format for appropriate audience for intended purpose | PWS 1.1.3 and 1.1.4 | 95% Accuracy Documentation resources posted on-line minimum of 10 days prior to change effective date or change message required |
| Review/Revise Change Management Plan | PWS 1.2.1 | Revised Plan provided NLT two weeks from assessment/review |
| Change Management Program Management Requirements tracked so that change management is accomplished to meet plan dates and/or to conform to government deliverable schedule. | PWS 1.2.2 | 95% Conformity to plan dates or government deliverable dates |
| Change Management Process Appropriate format for appropriate audience for intended purpose | PWS 1.2.3, 1.2.4, 1.2.5 and 1.2.6 CDRL A002 CDRL A003 CDRL A004 CDRL A005 CDRL A006 CDRL A007 CDRL A008 | 95% Accuracy Change Management materials deployed/posted on-line minimum of 10 days prior to change effective date or change message required |
| Review/Revise Training Plan | PWS 1.3.1 | Revised Plan provided NLT two weeks from assessment/review |
| Training Program Management Requirements tracked so that training materials and/or training is completed to meet plan dates and/or to conform to government deliverable schedule. | PWS 1.3.2 | 95% Conformity to plan dates or government deliverable dates |
| Training Materials Process Appropriate format for appropriate audience for intended purpose | PWS 1.3.3 and 1.3.4 CDRL A009 CDRL A010 | 95% Accuracy Training materials posted on-line minimum of 10 days prior to change effective date or change message required |

| Performance Objective | PWS Paragraph | Performance Threshold |
|--|---------------------------------|---|
| Review/Revise Testing Plan | PWS 1.4.1 | Revised Plan provided NLT two weeks from assessment/review |
| Testing Program Management Requirements tracked so that testing materials and/or testing is completed to meet plan dates and/or to conform to government deliverable schedule. | PWS 1.4.2 | 95% Conformity to plan dates or government deliverable dates |
| Testing Process Appropriate format for appropriate audience for intended purpose | PWS 1.4.3 | 95% Accuracy Test scripts capture all the steps of the process to be tested |
| Business Process Reengineering | PWS 1.5 CDRL A011 | 95% Accuracy Business Process Reengineering services will identify, sequence, and prioritize business processes that if redesigned or reengineered provide improved capabilities 95% Accuracy Each Business Process Reengineering event is completed within 45 days 100% Accuracy Systems recommendations must be able to be developed within the system portfolio available to the Air Force AI community 95% Accuracy Business Process Owner (BPO) list/calendar includes all necessary BPOs and events. |
| Review/Revise Data Management Plan | PWS 1.6.1 | Revised Plan provided NLT two weeks from assessment/review |
| Data Quality Management Program Management Requirements tracked so that data management is accomplished to meet plan dates and/or to conform to government deliverable schedule | PWS 1.6.1.1 | 95% Accuracy 95% Conformity to plan dates or government deliverable dates |
| Data Quality Management Process Appropriate analyses, queries and data for intended purpose | PWS 1.6.2 and 1.6.3 | 95% Accuracy All reports and analyses must be provided in appropriate format with desired data to meet the data management, reconciliation, cleansing need. |
| Data Analysis Process Appropriate analyses, queries and data for intended purpose | PWS 1.7.2 and 1.7.3 | 95% Accuracy All reports and analyses must be provided in appropriate format with desired data to meet the data analysis needs |

| Performance Objective | PWS Paragraph | Performance Threshold |
|--|--|---|
| RegAF and Civ Components Change Management – Technical Support Program Management Requirements tracked so that change management is accomplished to meet plan dates and/or to conform to government deliverable schedule. | PWS 2.1.2 | 95% Conformity to plan dates or government deliverable dates |
| RegAF and Civ Components Change Management – Technical Support Process Appropriate format for appropriate audience for intended purpose | PWS 2.1.3 CDRL A012 | 95% Accuracy Change Management materials deployed minimum of 10 days prior to change effective date or change message required |
| NGB/A1TO Dashboard and PSDT-SP Bi-Weekly Reports Provide input on tasks and schedule to status reports | PWS 1.1.2.7, 1.2.2.6, 1.3.2.8, 1.4.2.7, 1.5.1.4, 1.6.1.2, 1.7.1.1, 1.8.3, 2.1.2.5, 3.7 CDRL A001 | 95% Accuracy |

5.0 GENERAL INFORMATION

5.1 Automated Data Processing (ADP)/Telecommunications Environment

5.1.1 Software

5.2 Deliverables

5.2.1 General Guidance

Only Quality Assurance Personnel (QAP) or a designated alternate has the authority to inspect, accept, or reject all deliverables.

5.3 Expertise

5.3.1 The contractor shall provide personnel with training and experience to perform documentation tasks, change management tasks, advanced requirements definition, acceptance testing, and functional systems analysis tasks. Mandatory requirements include strong organizational skills, along with good written and verbal English communication skills. Priority requirements include a military personnel and/or military finance background and to a lesser degree, a military training background. For the ANG technical support requirements, supporting and subsequent to the preceding is knowledge of ANG military personnel and/or military finance processes and ANG organization. Individuals should have experience as a base or headquarters level military personnel or military finance program manager, with systems analysis, working knowledge of both functional and automated utilization procedures, business process improvement modeling, functional testing and defect tracking concepts, formal work product inspection concepts, knowledge of functional point analysis, and Human Resources module tool sets, relational database management systems, transaction processing concepts, and working knowledge of the Air Force manpower-personnel career field from a functional and systems standpoint. Desirable requirements are skills with modern techniques for change management; design and maintenance of training, documentation, presentation venues, and web venues; and experience in performance metrics development. For data management technical support, the addition of expertise with the Statistical Analysis System (SAS) query tool is required.

5.3.2 Special Requirements

The contractor shall provide personnel able to withstand work requiring extended periods of sitting or standing.

Requirements by Duty Location:

- Project Management expertise – located at Joint Base, Andrews
- Military Personnel expertise for Change Management, Business Process Reengineering, and Training – located at Joint Base Andrews, Maryland
- Military Personnel expertise for a combination of Testing, Training, Business Process Reengineering, Change Network, QA/PM support – location flexible
- Two staff - Military Personnel expertise for Documentation, Knowledge Management, and Training – located at Randolph AFB TX

- Military Finance/Personnel and SAS expertise for data management – located at Joint Base Randolph, TX
- Military Personnel – located at DMDC in Monterey, CA
- Three staff - Expertise with Remedy and Right Now Technology software configuration and application design – located at ARPC, Buckley AFB, CO
- Military Personnel expertise and change management expertise for Change Management – located at AFPC, Joint Base Randolph, TX

5.4 Travel and ODC

5.4.1 Travel Required in Support of This Requirement

The contractor shall submit a request for travel with an estimate of total cost(s) to the government and receive approval prior to traveling. Contractor employees may be required to travel to various locations within the continental United States (CONUS) and outside the continental United States (OCONUS) in performance of PWS. Allowable travel costs are described in the Federal Acquisition Regulation (FAR) 31.205-46. Travel costs not specifically covered at FAR 31.205-46 may be addressed on an as-needed basis. The Joint Travel Regulation (JTR) does not apply to contractors; however, may be used to aid the contracting officer in making individual decisions regarding travel rules. The contractor shall travel using the lower cost mode transportation commensurate with the mission requirements. When necessary to use air travel, the contractor shall use tourist class, economy class, or similar accommodations to the extent they are available and commensurate with the mission requirements.

Some potential travel estimates by type of service for this 12-month contract period are:

Documentation and KM:

- travel from San Antonio, TX to DC to participate with Total Force documentation efforts.
Estimated Trip Duration: 5-6 days. Estimated Frequency: 2 trips

Change Management:

- travel from DC to other CONUS locations to participate in change management working group meetings. Estimated Trip Duration: 4 days. Estimated Frequency: 3 trips
- travel from DC to another CONUS location to participate in change management venues.
Estimated Trip Duration: 3-4 days. Estimated Frequency: 5 trips
- travel from Houston TX to other CONUS locations to pilot the ANG Change Network.
Estimated Trip Duration: 5 days. Estimated Frequency: 6 trips

Training:

- travel from DC/flexible location to San Antonio, TX to participate with Total Force training strategy and or other CONUS location for training media development. Estimated Trip Duration: 5-6 days. Estimated Frequency: 6 trips

Testing:

- travel from flexible location to San Antonio, TX or other CONUS location for R12, vPC-GR, AFPERS, eforms, and/or AF-IPPS testing or testing requirement development. Estimated Trip Duration: 5-6 days. Estimated Frequency: 6 trips

Business Process Reengineering:

- travel from Houston TX to Washington, DC to perform BPR activities. Estimated Trip Duration: 7 days. Estimated Frequency: 3 trips

Data Management:

- travel from San Antonio, TX to Washington, DC to meet with A1 Business Process Owners. Estimated Trip Duration: 4 days. Estimated frequency: 1 trip

Regular Air Force and Civilian Component Change Management – Technical Support:

- travel from TX to other CONUS locations to participate in change management working group meetings. Estimated Trip Duration: 4 days. Estimated Frequency: quarterly
- travel from TX to DC to meet with Project Team Lead. Estimated Trip Duration: 3 days. Estimated Frequency: 2 trips

Program Execution:

- travel from DC to San Antonio or Denver CO – for project management responsibilities. Estimated Trip Duration: 5-6 days. Estimated Frequency: 4 trips

5.4.2. ODC

- Change Management Materials - \$45,000

5.5 Security

5.5.1 Service Provider Notification Responsibilities

The service provider shall notify the Information Security Program Manager (ISPM) at each operating location 30 days before on-base performance of the service. The notification shall include:

- Name, address, and telephone number of service provider representatives
- The contract number and contracting agency
- The reason for the service (i.e., work to be performed)
- The location(s) of service performance and future performance, if known
- The date service performance begins
- Any change to information previously provided under this paragraph

5.5.2 Obtaining and Retrieving Identification Media

As prescribed by the AFFAR 5352.242-9000, Contractor access to Air Force installations, the service provider shall comply with the following requirements:

- The service provider shall obtain base identification and vehicle passes for all service provider personnel who make frequent visits to or perform work on the Air Force installation(s) cited in the contract. Service provider personnel are required to wear or prominently display installation identification badges or service provider-furnished identification badges while visiting or performing work on the installation
- The service provider shall submit a written request on company letterhead to the contracting officer listing the following: contract number, location of work site, start and stop dates, and names of service provider employees needing access to the base. The letter will also specify the service provider individual(s) authorized to sign requests for base identification credentials or vehicle passes. The contracting officer will endorse the request and forward it to the issuing base pass and registration office or security forces for processing. When reporting to the registration office, service provider employees shall provide a valid driver's license, current vehicle registration, valid vehicle insurance certificate, and [insert any additional requirements to comply with local security procedures] to obtain a vehicle pass
- During performance of the service, the service provider shall be responsible for obtaining required identification for newly assigned personnel and for prompt return of credentials and vehicle passes for any employee who no longer requires access to the work site
- Upon completion or termination of the service or expiration of the identification passes, the service provider shall ensure that all base identification passes issued to service provider employees are returned to the issuing office
- Failure to comply with these requirements may result in withholding of final payment

5.5.3 Pass and Identification Items

The service shall ensure the following pass and identification items required for service performance are obtained for employees and non-government owned vehicles:

- DD Form 1172, Application for Uniformed Services Identification Card (Air Force Instruction (AFI) 36-3026, Identification Cards For Members of The Uniformed Services,

Their Family Members, and Other Eligible Personnel, and AETC Instruction 36-3001, Issue and Control of AETC Civilian Identification (ID) Cards)

- AETC Form 58, Civilian Identification Card (AETCI 36-3001)
- AF Form 2219 (series), Registered Vehicle Expiration Tab (AFI 31-204, Air Force Motor Vehicle Traffic Supervision)
- DD Form 2220, DoD Registered Vehicle and Installation Tab (AFI 31-204)
- AF Form 1199, USAF Restricted Area Badge, or locally developed badge
- AF Form 75, Visitor/Vehicle Pass (AFI 31-204)
- DoD Common Access Card (CAC), (AFI 36-3026)

5.5.4 Suitability Investigations

Service provider personnel shall successfully complete, as a minimum, a National Agency Check (NAC), before operating government furnished workstations that have access to Air Force e-mail systems. These investigations shall be submitted by the government at no additional cost to the service provider. The service provider shall comply with DOD 5200.2-R, Personnel Security Program, and AFI 33-119, Electronic Mail (E-Mail) Management and Use.

5.5.5 Unescorted Entry to Restricted Areas

When work under this contract requires unescorted entry to controlled or restricted areas, the service provider shall comply with AFI 31-101, Volume 1, The Air Force Installation Security Program, DOD 5200.2-R, and AFI 31-501, Personnel Security Program Management, as applicable. Service provider personnel shall be the subject of a favorably completed NAC investigation to qualify for unescorted entry to a restricted area. In addition, the Air Force shall submit NAC investigations for service provider employees at no additional cost to the service provider.

5.5.5.1 Clearance Requirements

When working with material classified SECRET or higher, the contractor will obtain the appropriate level of clearance.

5.5.6 Listing of Employees

The service provider shall maintain a current listing of employees. The list shall include employee's name, social security number, and date of investigation if service work involves unescorted entry to Air Force restricted or other sensitive areas designated by the installation commander. The list shall be validated and signed by the company Facility Security Officer (FSO) and provided to the contracting officer and ISPM prior to the service start date. Updated listings shall be provided when an employee's status or information changes.

5.5.7 Freedom of Information Act Program (FOIA)

The service provider shall comply with DoD Regulation 5400.7-R/Air Force Supplement, DoD Freedom of Information Act Program, requirements. The regulation sets policy and procedures for the disclosure of records to the public and for marking, handling, transmitting, and safeguarding For Official Use Only (FOUO) material. The service provider shall comply with AFI 33-332, Air Force Privacy Act Program, when collecting and maintaining information protected by the Privacy Act of 1974 authorized by Title 10, United States Code, Section 8013. The service provider shall remove or destroy official records only in accordance with AFMAN 37-

139, Disposition of Records—Standards, or other directives authorized in AFI 37-138, Records Disposition—Procedures and Responsibilities.

5.5.8 Reporting Requirements

The service provider shall comply with AFI 71-101, Volume- 1, Criminal Investigations, and Volume-2, Protective Service Matters, requirements. Service provider personnel shall report to an appropriate authority, any information or circumstances of which they are aware may pose a threat to the security of DOD personnel, service provider personnel, resources, and classified or unclassified defense information. Service provider employees shall be briefed by their immediate supervisor upon initial on-base assignment and as required thereafter.

5.5.9 Personnel Security

Service provider personnel requiring unescorted entry to controlled or restricted areas designated by the installation commander shall comply with Pentagon or facility access requirements. These requirements are contained in AFI 31-101, for installation access and AFI 31-501, for suitability determinations.

5.5.10 Security Manager Appointment

The service provider shall appoint a security manager for on-base service performance. The security manager may be a full-time position or an additional duty position. The security manager shall provide employees with training required by DOD 5200.1-R, Information Security Program Regulation, and AFI 31-401, Information Security Program Management. The service provider shall provide initial and follow-on training to service provider personnel who work in Air Force controlled/restricted areas. Air Force restricted and controlled areas are explained in AFI 31-101.

5.5.11 Additional Security Requirements

In accordance with DoD 5200.1-R and AFI 31-401, the service provider shall comply with AFI 33-202, Computer Security; AFI 33-203, Emission Security (EMSEC) Program; AFI 33-204, Information Protection Security Awareness, Training, and Education (SATE) Program; applicable AFKAGs, AFIs, and AFSSIs for Communication Security (COMSEC); and AFI 10-1101, Operations Security (OPSEC) Instructions. The contractor will comply with DOD Standard 22 – Level 1 AT Awareness training and associated tasking IAW AFT 10-245, Antiterrorism Program standards.

5.5.12 Physical Security

Areas controlled by service provider employees shall comply with base Operations Plans/instructions for FPCON procedures, Random Antiterrorism Measures (RAMS) and local search/identification requirements. The service provider shall safeguard all government property, including controlled forms, provided for service provider use. At the close of each work period, government training equipment, ground aerospace vehicles, facilities, support equipment, and other valuable materials shall be secured.

The OI shall be written in accordance with AFI 31-101, the local base Operations Plan usually referred to as an OPLAN, and AFI 10-245, Air Force Antiterrorism (AT) Standards, and coordinated through the ISPM.

5.5.13 Entry Procedures to Controlled/Restricted Areas

The service provider shall comply and implement local base procedures for entry to Air Force controlled and restricted areas.

5.5.14 Key Control

The service provider shall establish and implement key control procedures in the Quality Control Plan to ensure keys issued to the service provider by the government are properly safeguarded and not used by unauthorized personnel. The service provider shall not duplicate keys issued by the government.

5.5.15 Lost Keys

Lost keys shall be reported immediately to the contracting officer. The government replaces lost keys or performs re-keying. The total cost of lost keys, re-keying or lock replacement shall be deducted from the monthly payment due the service provider.

5.5.16 Government Authorization

The service provider shall ensure its employees do not allow government issued keys to be used by personnel other than current authorized service provider employees. Service provider employees shall not use keys to open work areas for personnel other than service provider employees engaged in performance of their duties, unless authorized by the government functional area chief.

5.5.17 Lock Combinations

The service provider shall establish procedures in local OIs ensuring lock combinations are not revealed to unauthorized persons and ensure the procedures are implemented.

5.5.18 Traffic Laws

The service provider and their employees shall comply with base traffic regulations.

5.5.19 Healthcare

Healthcare provided at the local military treatment facility on an emergency reimbursable basis only.

5.6 Government Furnished Resources

5.6.1 Work Performance Location

The Government will provide the contractor a work area at government sites located on Joint Base Andrews, Maryland, Joint Base Randolph, TX, and at DMDC in Monterey CA.

5.6.2 Work Hours

The contractor personnel shall provide coverage during normal government duty hours, 0730-1630 EST CST, PST Monday through Friday. The Air Force follows the Federal Government schedule for holidays provided during each work year. The holidays recognized by the Federal Government are: New Year's Day, Dr. Martin Luther King Jr's Birthday, Presidents Day, Memorial Day, Independence Day, Labor Day, Columbus Day, Veteran's Day, Thanksgiving Day, and Christmas Day. Down days declared by the NGB/A1 leadership team are considered a duty day and are not included in the definition of a holiday. If flextime or a compressed work schedule is in effect, contractor work hours shall correspond with Government personnel duty

hours. Occasional change of work hours may be required to accommodate extraordinary requirements. Extended or compressed schedules that are mutually beneficial and do not exceed 80 work hours in the pay period will be negotiated through the QAP. Government furnished resources will be available during the same hours.

5.7 Government Furnished Equipment

5.7.1 The government will provide Contractor personnel with workspace, office furniture and supplies, computer resources, and telephones necessary to perform the task, commensurate with those provided government employees.

5.7.2 The Contractor will have access to government regulations, specifications, standards, technical manuals, design documentation, and task documentation.

5.8 Personnel Access to base Facilities

5.8.1 Contractor shall adhere to local procedures in for issuance of ID card and access to government facilities.

5.8.2 Vehicle Registration

Contractors will register their vehicle in accordance with the local procedures for the Pentagon or other government facilities.

5.9 Quality Control

5.9.1 Contractor's Quality Control Plan (QCP)

The contractor shall provide and maintain a current QCP, which shall ensure the requirements of the contract are provided as specified.