

**HCaTS Performance Work Statement
For**

**Department of Health and Human Services, Substance Abuse and
Mental Health Services Administration**

**Management, Technology, and Operations Support and
Training**

**Task Order Request
HCaTS-FY17-0006**

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1. AGENCY BACKGROUND

The Substance Abuse and Mental Health Services Administration (SAMHSA), headquartered at 5600 Fishers Lane, Rockville, MD 20857, is the agency within the U.S. Department of Health and Human Services (HHS) that leads public health efforts to advance the behavioral health of the nation. Congress established SAMHSA in 1992 to make substance use and mental disorder information, services, and research more accessible.

SAMHSA's mission is to reduce the impact of substance abuse and mental illness on America's communities. SAMHSA's vision is to provide leadership and devote its resources to help the United States act on the knowledge that:

- Behavioral Health is essential to health;
- Prevention works;
- Treatment is effective;
- People recover from mental and substance use disorders.

As the lead agency on behavioral health, SAMHSA continues to transform so it can better meet challenges in a fast-changing environment. Additionally, SAMHSA continues to serve and respond to the behavioral health needs of the nation that arise following incidents of national significance, which can occur naturally (such as hurricanes, tornadoes, earthquakes, floods, wildfires, mudslides, or drought) or be human-caused (such as mass shootings, chemical spills, or terrorist attacks). Preparing for, responding to, and recovering from disasters and traumatic events is essential to the behavioral health of individuals and communities alike. SAMHSA provides communities and responders with behavioral health resources that help them prepare, respond, and recover from such incidents.

SAMHSA employs roughly 625 staff, of which there are 75 managers and 15 Senior Executive Service (SES) members.

2. PROJECT BACKGROUND

The overarching goal of this project is to provide customized technical and management assistance to SAMHSA's Office of Management, Technology, and Operations (OMTO) in order to support the agency's personnel and human capital management needs. In support of SAMHSA's evolution, OMTO oversees the agency's management and administrative operations. This includes personnel and human capital management, information technology, facilities operations, and administrative operations. OMTO has an increased demand for human resource support services, operational/administrative support services, and change management support services as it relates to OMTO's mission. Specifically, organizational change interventions and support; human resource data analyses and recommendations; and training on topics relating to SAMHSA's Federal Employee Viewpoint Survey (FEVS) development and improvement intuitive managed by OMTO. These training topics include performance management, human capital management, personnel actions, recruitment and retention, policy and procedure review and development, facilities management, administrative operations, information technology operations and development, Equal Employment Opportunity (EEO), Employee Relations (ER) and Labor Relations (LR), benefits, ethics, security, telework, mentoring, customer service, and student programs.

3. OBJECTIVE

The objective of this PWS is to obtain technical and management expertise services for OMTO requires the support of a contractor to obtain expertise in organizational change interventions and support; human resource data analyses and recommendations; and training on topics relating to SAMHSA's FEVS development and improvement initiative managed by OMTO.

4. SCOPE

Provide management, technology, and operations services support, consultation, and guidance. The Contractor will provide such services to support the OMTO and other groups within SAMHSA. The goal is to provide support and consultation that will achieve workforce transformation through knowledge transfer, sharpening of technical and interpersonal skills, improving employee performance, and a better understanding of staffing needs and current gaps. Support includes the following:

- **Professional and leadership development** to increase staff knowledge and skills in non-technical areas, including performance management, change management, facilitation, administrative functions, interpersonal skills, customer service, and business program support services. Professional and leadership development will include the design, development and delivery of a series of live instructor-led training courses for SAMHSA. OMTO will coordinate distribution across SAMHSA and storage of these products on the SAMHSA Intranet.
- **Human capital development support** to provide reports, findings, and workforce planning and succession planning action(s) as identified by SAMHSA to strengthen agency operations, supporting both current and future needs. Analysis should include best practice research in both the public and private sectors.
- **Organizational change consultation and support** for organizational change initiatives and communications within OMTO in support of SAMHSA's evolving mission.
- **Support Learning Development and Management in collaboration with the SAMHSA Chief Learning Officer (CLO)** through the creation of position specific career ladders and curricula to reinforce SAMHSA's goal of employee training development and a culture of continuous learning.

5. SPECIFIC TASKS

The contractor will provide management and operations services support, consultation, educational, and guidance services to support the OMTO via the tasks outlined below. The overarching goal is to provide support and consultation that will achieve workforce transformation through knowledge transfer, sharpening of interpersonal skills, improving

employee performance, and a better understanding of staffing needs that will benefit SAMHSA overall. Support will include these tasks as well as other tasks identified by the contractor's innovative solution.

Task 1: Professional and Leadership Development

The Contractor will support the increase of staff knowledge and skills in non-technical areas, including performance management, change management, facilitation, administrative functions, interpersonal skills, customer service, and business program support services. Professional and leadership development will include the design, development and live delivery of five (5) new instructor-led classroom courses at 5600 Fishers Lane that will be open and available to all SAMHSA employees. The total hours of instruction will not exceed 25 hours for each period of performance. The final 5-10 minutes of each course will be for participants to complete a course evaluation provided by OMTO. The Contractor shall provide a sign-in sheet of course participants and collect the completed course evaluation forms. The Contractor shall consolidate, analyze, and brief OMTO on the results of the evaluation along with any recommendations or lessons learned that could be used to improve course content and delivery for future course deliveries. Any planning and preparation activities, all course subject matter, drafts, briefs, and materials, and any additional activities undertaken by the Contractor to meet the task deliverable is not included in the total 25 hours of instruction indicated above.

Specific themes, subject matter, drafts, materials, and instruction dates of these courses will be determined by OMTO. Initial drafts of briefs and instructional materials to be used during delivery of each course will be due to OMTO no later than 30 calendar days before the scheduled instructional date, and final drafts of all materials will be due to OMTO no later than five (5) business days before the scheduled instructional date.

Historically, course delivery has commenced in February and concluded in June of each period of performance, with both iterations of each course being instructed/delivered within 10-14 days within the same month (example: both Course #1 instructional dates are scheduled for February, both Course #2 instructional dates are scheduled for March, etc. through Course #5 in June). The initial development of a later course can be concurrent with the delivery of an earlier course throughout the task scope. The entire Task 1 effort from start to finish has historically been approximately 9 months in total. For example, the first course preparation may start in November 2017 and the final course may be delivered in June 2018.

Courses shall be delivered between the hours of 8 am to 4 pm Monday through Friday.

OMTO will be responsible for course registration of students, reserving conference rooms and facilities at 5600 Fishers Lane, as well as providing audio and visual equipment to support all instructional classes and printing of instructional materials.

Deliverables:

TASK	DESCRIPTION	HOURS
Task 1.1a	Instructor Led Classroom Course and Evaluation Briefing Same materials as Task 1.1	2.5 hours

Task 1.2a	Instructor Led Classroom Course and Evaluation Briefing Same materials as Task 1.2	2.5 hours
Task 1.3a	Instructor Led Classroom Course and Evaluation Briefing Same materials as Task 1.3	2.5 hours
Task 1.4a	Instructor Led Classroom Course and Evaluation Briefing Same materials as Task 1.4	2.5 hours
Task 1.5a	Instructor Led Classroom Course and Evaluation Briefing Same materials as Task 1.5	2.5 hours

Task 2: Organizational Change Consultation and Support

Under the guidance of OMTO, the contractor will consult, design and support three (3) separate organizational change initiatives during the period of performance to support SAMHSA's evolving mission. Initiatives will include change management at both the individual and organizational level, and will be identified based on political, organizational, and environmental needs specific to SAMHSA. Areas of particular interest to SAMHSA may include FEVS data or Work-Life Balance issues and opportunities, but are not exclusively limited to these areas. OMTO will require the Contractor to propose, plan, and execute innovative solutions to each of the organizational initiatives identified by OMTO, to present identification of the key stakeholders, assessing their readiness for change, and defining and implementing communication strategies built around actionable, tactical plans with associated metrics. Each change initiative has historically taken 6-8 weeks to complete, from identification of the initiative through development of the solution to delivery of the final products. Deliverables will include materials in support of these requirements to include the planning and execution of documents and drafts as well as final briefs, flyers, and other promotional materials. Historically these initiatives have included creating marketing materials, such as tent cards for public spaces, to communicate and educate employees on organizational changes.

An example of a change initiative undertaken by OMTO would be the support provided to SAMHSA during the Agency's relocation to 5600 Fishers Lane in early 2016. OMTO surmised that SAMHSA employees, especially those who had been at the previous location for over a decade, would likely experience stress and anxiety when preparing for and undertaking a move to a new work location. OMTO worked with SAMHSA leadership and incumbent contract personnel to create and distribute various promotional and marketing materials that provided information about the new location, nearby amenities, employee parking, and commuting options to assist SAMHSA employees in the transition. Generally, SAMHSA will have change initiatives one each in the Fall, Spring, and Summer.

All materials shall be delivered electronically to OMTO. OMTO will print and distribute supporting materials as required.

Deliverables:

- **Task 2.1 One (1) Change Initiative Plan and Supporting Materials**
- **Task 2.2 One (1) Change Initiative Plan and Supporting Materials**
- **Task 2.3 One (1) Change Initiative Plan and Supporting Materials**

Task 3: Human Capital Development Support

The Contractor will develop up to two (2) new “career paths” during the period of performance that will support employee career development within SAMHSA. A career path is a framework that organizations can use to provide “tracks” that their employees can reference in developing their careers, and provides project staff, their supervisors, and human capital professionals with a method for conducting workforce assessments and planning, selecting professional development and training opportunities, recruiting and retaining qualified employees, and improving job satisfaction. OMTO will determine which specific organizational units within SAMHSA (Center, Office, Division, or Branch) will collaborate with the Contractor to produce these career paths. A standard process should be used by the Contractor to develop each deliverable regardless of the job series selected for execution of this task, to include identification and mapping of the structure of the organizational unit, documentation of key general and technical competencies required for each grade within that job series, and recommendations for the development of career and learning opportunities for the various tracks within that job series that will allow SAMHSA employees to follow the career path of their choosing. A draft report shall be provided to SAMHSA for each career path effort, encompassing all the information obtained through the research, development, and execution of this task no later than 60 calendar days from the start date of the task. The Government will have 14 calendar days to review and provide comments to the Contractor. The Contractor will then have 14 calendar days to provide a final report incorporating the Government’s comments. Each career path task historically has taken approximately 12 weeks to complete from start to finish. Career Paths delivered in prior periods of performance may form the basis for additional career path efforts in future periods of performance. OMTO will provide this information to the selected Contractor.

Deliverables:

- **Task 3.1 One (1) new “career path” documented in a comprehensive final report (Optional)**
- **Task 3.2 One (1) new “career path” documented in a comprehensive final report (Optional)**

Task 4: Learning Development and Management Support

Under the direction of OMTO and the SAMHSA CLO, the contractor will develop two (2) “career ladders” at prescribed grade levels for identified job series within SAMHSA based on established career maps provided by OMTO. These ladders will identify knowledge, skills and abilities (KSAs) for each grade level within the targeted job series. The Contractor should recommend position curricula for each career ladder that includes recommended and required courses to achieve and maintain each grade level within that series. A standard format shall be used by the Contractor for each deliverable regardless of the job series selected for execution of this task that will allow for similar information and level of effort. A draft report shall be provided to SAMHSA for each career ladder effort, encompassing all the information obtained through the research, development, and execution of this task no later than 60 calendar days from the start date of the task. The Government will have 14 days calendar days to review and provide comments to the Contractor. The Contractor will then have 14 calendar days to provide a final report incorporating the Government’s comments. Each career ladder task historically has taken approximately 12 weeks to complete from start to finish.

Deliverables:

- **Task 4.1 (1) Career Ladders by Grade Levels and Job Series and Position Curricula (Optional)**
- **Task 4.2 (1) Career Ladders by Grade Levels and Job Series and Position Curricula (Optional)**

The Contractor shall provide deliverables in draft format for review by HHS SAMHSA. All documents, including ad-hoc reports, shall be considered drafts until formally accepted in writing by the appropriate Training and Management Assistance Solutions (TMAS) Contracting Officer Representative (COR)/ Project Manager (PM). The contractor shall address all comments provided by HHS SAMHSA on the draft deliverable.

Optional Periods of Performance:

Tasks identified in the option periods should be a continuation of activities relating to and resulting from prior work performed and delivered, building on accomplishments from prior periods of performance in order to achieve OMTO's/SAMHSA's transformation into a more effective and efficient organization through knowledge transfer, sharpening of job and interpersonal skills, improving employee performance, and a better understanding of staffing needs and addressing current gaps.

6. DELIVERY SCHEDULE

The period of performance (PoP) shall be for the following:

Base Period: 365 days after contract award
 Option Period 1: 365 days following Base Period
 Option Period 2: 365 days following Option Period 1
 Option Period 3: 365 days following Option Period 2
 Option Period 4: 365 days following Option Period 3

7. PLACE OF PERFORMANCE

The work to be performed under this contract shall be performed primarily at the Contractor(s) facility. The Contractor may attend meetings both at the SAMHSA's headquarters located at 5600 Fishers Lane, Rockville, MD 20857 and virtually.

All Task 1 training course instruction will be conducted at SAMHSA's headquarters, 5600 Fishers Lane.

The Contractor personnel must have at a minimum a National Agency Check with Inquiries (NACI) Level 1 (Low risk, non-sensitive) clearance to background checks and security procedures needed to obtain badges for physical access to the SAMHSA facility.

8. KEY PERSONNEL

Contractor Key Personnel: The following personnel are considered Key Personnel by the Government. Contractor personnel are required to have at a minimum a NACI level clearance.

The Contractor Program Manager (PM) is a critical part of this project. The PM who shall be a single point of contact responsible managing contractor personnel, tasks, workflow and deliverables described

in the PWS. The PM shall have full authority to act for the Contractor on all contract matters relating to daily operation of this contract.

Qualifications for key personnel are listed below:

Program Manager (PM)

Must have:

- Bachelor's degree
- Active Project Management Professional (PMP) certification or Program Management Professional (PgMP) certification
- National Agency Check with Inquiries (NACI) Level 1 (Low risk, non-sensitive) clearance at the time of proposal

Preferred to have:

- Master's degree
- Minimum ten (10) years relevant managerial experience managing projects/programs
- Minimum of five (5) years' experience managing the development of training programs

Subject Matter Expert (SME) Instructors (Senior Level) for each course

Must have:

- Master's degree in Instructional Learning Design or Psychology.
- Documented successful completion of an Instructor Training Course or prior educational experience that aligns with an instructor training course.
- NACI Level 1 (Low risk, non-sensitive) clearance at the time of proposal

Preferred to have:

- PhD in Instructional Learning Design or Psychology

The Contractor shall assign personnel whose resumes were submitted with its proposal and who are identified as qualified key personnel. Key Personnel may not be replaced within six months after award unless necessitated by an individual's inability to work such as a sudden illness or termination of employment. The Contractor shall obtain the consent of the SAMHSA, COR, and Contracting Officer (CO) prior to making key personnel substitutions. If approved by the CO, any replacement must possess qualifications equal to or exceeding the qualifications of the personnel being replaced, unless the CO approves an exception.

Requests for changes in key personnel shall be submitted to the COR and CO at least 15 business working days prior to making any permanent substitutions. The request should contain a detailed explanation of the circumstances necessitating the proposed substitutions, complete resumes for the proposed substitutes, and any additional information requested by the CO.

9. GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, AND SERVICES

Facilities/Equipment: SAMHSA will not provide any equipment, property, or IT hardware or software in the performance of the requirements of this proposal. SAMHSA will not provide workstations for contractors to perform work while onsite. SAMHSA will arrange and provide for appropriate meeting/conference rooms when the contractor is scheduled to be onsite, and will also provide all conference facilities, including electronic display and audio/visual equipment therein, for the delivery of Task 1 instructional courses.

Documentation: SAMHSA may provide documentation to the selected Contractor as appropriate for consideration in meeting the requirements in this PWS.

10. CONTRACTOR FURNISHED ITEMS AND RESPONSIBILITIES

Contractor Sites: Workstation equipment (e.g., computer, phone, desk, supplies) shall not be provided for all Contractor personnel performing at a SAMHSA location. Any equipment needed to perform the proposed work will be provided by the Contractor. This includes laptops required to conduct courses as at SAMHSA headquarters.

10. TRAVEL

All travel shall be in accordance with the Federal Travel Regulations and FAR part 31.205-46. Local travel will not be reimbursed. Local travel is considered as travel within a 50-mile radius from the Washington, DC area. All travel should be pre-approved by the CO and the OPM COR at least 15 days prior to the travel start date.

11. GENERAL

GENERAL: This Performance Work Statement (PWS) describes the technical requirements necessary to procure services for the SAMHSA. The Government shall not exercise direct supervision or control over the contract service providers performing the services herein. Such contract service providers shall be accountable solely to the Contractor who, in turn is responsible to the Government for the accomplishment of the work. The Contractor shall provide all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, and other items and services necessary to perform the training and education support services as defined in this PWS except for those items specified as government furnished property and services. The Contractor shall perform to the standards stated in this PWS.

1. Contract Management: The Contractor shall be responsible for total management during the performance of this contract; administration of the contract requires maximum coordination between the Government and the Contractor. The Contractor shall establish processes and assign appropriate resources to effectively administer the requirements. The Contractor shall respond to

Government request for contractual actions in a timely fashion. The following individuals shall be the Government point of contact during the performance of this contract:

- a) Contracting Officer (CO). All contract administration shall be effected by the CO. Communications pertaining to the contract administration shall be addressed directly to the CO. No changes to the performance work statement are authorized without a written modification to the contract executed by the CO. If at any time the Contractor believes any person other than the CO has given direction that changes the performance work statement, the Contractor shall immediately inform the Contracting Officer Representative (COR) and CO by the most expeditious means.
 - b) Contracting Officer Representative (COR). The COR monitors all technical aspects of the contract and assists in contract administration. The COR is the Contractor's primary point of contact. The COR is authorized to perform the following functions: ensure the Contractor performs the technical requirements of the contract; perform inspections necessary in connection with contract performance; maintain written and oral communications with the Contractor concerning technical aspects of the contract; and monitor Contractor's performance and notify both the CO and Contractor of any deficiencies. The COR is not authorized to change any of the terms and conditions of the resulting order.
2. Quality Control: The Contractor shall develop and maintain an effective quality control (QC) program (QCP) to ensure services are performed in accordance with this PWS. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The Contractor's QCP is the means by which to assure work complies with the requirement of the contract. The QCP should be delivered within 30 days after contract award. After acceptance of the quality control plan the Contractor shall receive the CO's acceptance in writing of any proposed change to the QC system.
 3. Technical Approach/Management Plan: The Contractor shall develop a Technical Approach as part of the proposal package. Upon award, the Contractor shall work with SAMHSA to incorporate the Technical Approach into a management plan that outlines and/or reiterates the deliverables that are necessary to meet the Government's specific requirements as defined in the PWS and proposal documents. It should include a project timeline of deliverables and expected completion dates. The Management Plan is not separately priced.

NOTE: The Management Plan is a supplemental document that will serve as the "roadmap" or "blueprint" for the conduct of all other project tasks. The Management Plan will not authorize or provide approval for any task; only the Task Order shall authorize performance. In the event there is conflict between the Management Plan and the Task Order, only the Task Order shall take precedence.
 4. Security: SAMHSA requires that Contractor staff hold a current NACI Level 1 (Low risk, non-sensitive) clearance. All Contractor personnel who must physically access the SAMHSA headquarters must have a current NACI clearance at the time of proposal. Access to the SAMHSA facility will require NACI clearance.

5. Quality Assurance: The Government will evaluate the Contractor's performance under this contract in accordance with the Quality Assurance Surveillance Plan (QASP). This plan is primarily focused on what the Government must do to ensure that the Contractor has performed in accordance with the performance standards. It defines how the performance standards will be applied, the frequency of surveillance, and the minimum acceptable defect rate(s). See the attachment for the Performance Requirements Summary/QASP.
6. Monthly Status Reports (MSR): The Contractor shall provide a SAMHSA Contractor monthly status report electronically to the SAMHSA and the Contracting Officer Representative (COR) no later than the 5th calendar day of each subsequent month. This report shall summarize the activities performed by the Contractor in support of this contract; specifically, the report shall outline tasks accomplished, meetings attended problems encountered, mitigation strategies, risks and any other relevant performance information.
7. Interim Project Reviews - The Contractor shall provide Interim Project Reviews (IPR) on a quarterly basis to SAMHSA and the COR. Interim Project Reviews will be used to manage and report on project schedule, budget, risks, and invoices.
8. Release of Information: The Contractor and its personnel may have access to Personally Identifiable Information (PII), Classified Information, and other controlled unclassified information (CUI) which is not releasable to the general public. The Contractor or its personnel shall not release any information or documents that they are provided during performance of the contract without the express written permission of the CO through coordination with the COR.
9. Data Rights: The Government has unlimited rights to all documents and materials produced under this contract. All documents and materials shall be Government owned and are the property of the Government with all rights and privileges of ownership/copyright belonging exclusively to the Government. These documents and materials may not be used or sold by the Contractor without written permission from the Contracting Officer. All materials supplied to the Government shall be the sole property of the Government and may not be used for any other purpose. The right does not abrogate any other Government rights.
10. Other Direct Costs (ODC): There will be no ODC applicable for this contract.

12.CRITERIA

12.1. FACTOR 1 – TECHNICAL AND MANAGEMENT APPROACH

The proposed Technical and Management approach should provide a project roadmap that documents the Contractor's assumptions and decisions; how the Contractor will facilitate communication among stakeholders; and the proposed project schedule/baselines. The Government

will evaluate based upon the extent to which the proposal including the Technical and management approach demonstrates the following:

- The manner and extent to which the Contractor's technical proposal demonstrates a clear understanding of the requirements, with a project plan with a program milestone chart which details the lists of tasks and subtasks and the duration of each.
- These milestones should include the timeframes for preparation, delivery, review, and approval of all updates to course materials, draft and final reports, as appropriate
- The completeness, instructional design techniques, feasibility, practicability, and innovativeness of a written technical approach should allow the Government to understand the methods to be used to meet the requirements.
- The quality of the Contractor's demonstration of the Contractor's:
 - capabilities to perform the work,
 - approach to meeting the requirements,
 - understanding of the project and
 - methodology that would ensure the successful, efficient and effective performance of the required services.
- The quality and level to which the Contractor shall describe its knowledge of the subject matter needed to deliver the services required.

12.2. FACTOR 2 – KEY PERSONNEL AND STAFFING

The Government will evaluate Key Personnel based on the demonstrated experience in performing work similar in, scope and complexity to their proposed duties and responsibilities in the PWS; and qualifications presented in the resumes as compared to the qualifications described under Key Personnel qualifications.

12.3. FACTOR 3 – RELEVANT EXPERIENCE

The Government will evaluate the Contractor's relevant experience. The Contractor shall describe two (2) past or ongoing projects of significant relevance to the effort requested by this solicitation. The description for each relevant experience shall not exceed two (2) pages/slides. Cited projects shall:

- Be currently underway or completed within the past three (3) years;
- Be of similar scope, size, and complexity to the work required by the PWS.
- Have involved efforts in support of very large organizations where significant collaboration as to requirements and design was required.
- Demonstrate an understanding of the deliverables by providing evidence or sample presenting a course module from past relevant experience.

Any similar experience information provided by the Contractor is subject to verification and validation by the Government. The Government reserves the right to contact the government/commercial points of contact provided by the Contractor, and any project officials and/or other

persons who have been involved in any of the contracts listed by the Contractor to verify information about similar experience and to obtain past performance information.

ATTACHMENT

- Attachment 1: Performance Requirements Summary/Quality Assurance Surveillance Plan (QASP)

Attachment 1 – Performance Requirements Summary/Quality Assurance Surveillance Plan (QASP)

Required Services (Tasks)	Performance Standard	Acceptable Quality Levels	Methods of Surveillance/Monitoring Method	Incentive/Disincentive
Professional and Leadership Development	Instructor-led Classroom Courses developed and delivered with minimal errors and in a timely fashion.*	99%	SAMHSA verification, periodic inspection as defined by the QASP.	<p><u>Incentive:</u> If Contractor performs in accordance with performance standard/AQL, favorable comments will be documented on Contractor's Past performance and CPARS.</p> <p><u>Disincentive:</u> If Contractor does not perform in accordance with performance standard/AQL, unfavorable comments will be documented on Contractor's past performance.</p>
Organizational Change and Consultation	Organizational Change Recommendations, Communication Plan, Risks and Risks Mitigation Strategies identified and documented*	99%	SAMHSA verification, periodic inspection as defined by the QASP.	
Human Capital Development Support	Developed and delivered a new career path that clearly defines progression for career path*	99% on time 99% accurate	SAMHSA verification, periodic inspection as defined by the QASP.	
Learning Development and Management Support	Developed and defined career ladders identifying the KSAs for each	99%	SAMHSA verification, periodic inspection as defined by the QASP.	

	gravel level within a job series*	complete		
Submit Monthly Status Reports to the COR	Monthly Reports shall be delivered on time and complete*	No more than two monthly report submitted late per contract period	SAMHSA verification, periodic inspection as defined by the QASP.	

* Means free of typos, spelling and grammatical errors, consistent formatting, etc. Includes accuracy in support of technical efforts.