

## 1 Project Background

The Acquisition Training Branch (AAP-330), under the Acquisition Career Management Group (ACM) is committed to creating a fully trained and professional acquisition workforce capable of delivering excellent acquisition results in support of the agency's large, complex mission. This vision will be executed by formulating an integrated strategy for analyzing, designing, developing, implementing, and evaluating various training and development initiatives.

## 2 Project Scope

Project scope includes planning, development and implementation of an effective, innovative, and integrated competency-based training and development program for the acquisition workforce. This will be executed through this contract, which will support AAP-330 in delivering best-in-class and results-oriented training and other developmental activities designed to help the XYZ's acquisition professionals effectively accomplish their duties. Under this contract, the acquisition workforce to be served by the developed training program includes the following professions: Contracting Officers/Specialists; Contracting Officer's Representatives (COR); Realty Specialists; Cost Estimators; Engineers; Test and Evaluation professionals; Program/Project Managers; and Integrated Logistics Specialists.

Training subject areas<sup>1</sup> to be developed and/or delivered by ACM include the On-Line Course development of the following:

<b>Professional Subject Area</b>	<b>Estimated # Courses (4 hours each)</b>
Contracting, Real Estate Contracting, and COR	1
Cost Estimating	1
Engineering (Systems Engineering; Software Engineering); Enterprise Architecture; and Test and Evaluation (T&E)	1
XYZ Acquisition Management System (AMS)	1
Program Management and Integrated Logistics Support	1

The contractor shall supply cutting-edge and adaptable learning solutions to meet XYZ's ever evolving and fluctuating needs and workforce. Learning solutions may need alteration throughout the project to address shifting XYZ needs. The training shall be responsive to the needs of the XYZ's workforce and consistent with industry and government best practices. The contractor shall apply state-of-the-art training according to industry standards, using automated tools and software, and will maximize the use of technology to deliver a quality product in the most efficient and effective manner.

## 3 Tasks and Deliverables

### 3.1 On-Line Course Development

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<sup>1</sup> See Appendix A for description of curriculum areas.

The contractor shall provide up to 5 high quality virtual training courses a year, using platforms including online courses, mobile learning, webcasts, and podcasts. The contractor shall first develop course prototypes and then produce finalized courses. The contractor is responsible for providing course designs, training curricula<sup>2</sup>, templates, software tools, and other required distance training apparatus. The contractor will consult with the government as required to review course development and to make changes as needed. XYZ will take full ownership of all course materials produced by the contractor. The contractor will:

1. Generate course objectives, content outlines, and curricula
2. Compose course design documents, including the technical details of delivery methods
3. Develop storyboards
4. Produce courses (prototypes and final versions) that are Section 508 compliant<sup>3</sup> and SCORM 1.2 capable<sup>4</sup>

#### **4 Performance Objectives**

<b>Task</b>	<b>Performance Objective</b>	<b>Criteria</b>
1	Design, develop and deliver up to 5 online SCORM and Section 508 Compliant Courses a year.	90% rating on student satisfaction and post training evaluations.

#### **5 Target Audience**

The acquisition workforce to be trained under this contract includes the following professions: Contracting Officers/Specialists; Contracting Officer's Representatives (COR); Realty Specialists; Cost Estimators; Engineers; Test and Evaluation professionals; Program/Project Managers; and Integrated Logistics Specialists.

#### **6 Operating Constraints**

#### **7 Place of Performance**

Work will be performed at Contractor site.

#### **8 Period of Performance**

The period of performance shall be one year from the date of award for the base contract. Two option periods are included and may or may not be exercised.

Base Period of Performance: One year from the Date of Award

Option 1: One year from the Base Period of Performance

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<sup>2</sup> Attachment A provides descriptions of required curriculum areas.

<sup>3</sup> Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d) Requirements Information, documentation, and support requirements from 36 CFR part 1194 Subpart D have been determined to apply to this acquisition.

<sup>4</sup> The contractor will work with XYZ staff to launch the course prototype in XYZ's electronic Learning Management System (eLMS) for beta testing and will incorporate any identified adjustments.

Option 2: One year from Option 1 Period of Performance not to exceed September 30, 2017

## **9 Contract Requirements**

### **9.1 Project Management**

TMAS shall provide Project Management Office support for this project. The Contractor will develop a Management Plan in accordance to TMAS's specifications in draft format for review by FAA. All documents, including ad hoc reports, shall be considered drafts until formally accepted in writing by the appropriate TMAS Project Manager (TMAS PM). The Contractor shall address all comments provided by FAA on the draft deliverable. Each deliverable will be subject to inspection and acceptance by the TMAS PM, and will conform to the requirements stated in the Management Plan. All documents produced under this SOO shall be created in Microsoft Word, Microsoft Project, Microsoft Excel, and/or other compatible Windows-based software as approved by the TMAS PM. The TMAS PM may request that documents be delivered in either hard copy and/or electronic copy format.

The Contractor shall designate a Project Manager that will be a single point of contact for the OPM Contracting Officer and the TMAS PM. It is anticipated that the Project Manager shall be one of the senior-level employees provided by the Contractor for this work effort. The name of the Project Manager, and the name(s) of any alternate(s) who shall act for the Contractor in the absence of the Project Manager, shall be provided to the Government as part of the Contractor's proposal. In absence of the Project Manager, only one alternate shall have full authority to act for the Contractor on all matters relating to work performed under this task order. The Project Manager and all designated alternates shall be able to read, write, speak, and understand English. The Contractor shall not replace the Project Manager without prior approval from the Contracting Officer. The Project Manager shall be available to the TMAS PM via telephone between the hours of 8:30 AM through 4:30 PM EST, Monday through Friday, and shall respond to a request for discussion or resolution of technical problems within 48 hours of notification. Please refer to OPM Clauses 1752.209-70 and 1752.209-71 in the contract.

### **9.2 Special Requirements**

#### **9.2.1 *Government Furnished Materials (GFM), as applicable***

The XYZ will provide the current master copies of the existing XYZ owned course materials in various multi-media formats. XYZ has full ownership of GFM and all course materials produced by the contractor for FAA.

#### **9.2.2 *Course Materials/Records***

The contractor shall maintain complete and accurate training documentation, plans, and other records of activities required by this SOO. The master copy shall reflect all course information that will be used for the delivery of applicable courses. The contractor will provide all approved curriculum master copies in electronic media format. Materials must have a professional appearance, be factual and grammatically correct without editorial errors and adhere to

XYZ branding standards which will be provided at the kick-off meeting. All records produced under this contract become property of FAA, and the contractor shall provide any record related to this SOO when requested by the Contracting Officer's Representative (COR). At completion or termination of this contract, the contractor shall provide a master copy of courses and all SOO-related records to FAA.

#### 9.2.3 *Meetings*

The XYZ will hold mandatory monthly meetings to discuss training schedule logistics and any other matters relating to the existing contract. The vendor is expected to attend these meetings and participate in the agenda items. If required, additional meetings may be held.

#### 9.2.4 *Kick-Off Meeting*

The Contractor shall attend a Kick-Off meeting with the Contracting Officer and the Contracting Officer's Representative, and appropriate Curriculum Managers within five (5) business days after the date of award. In addition, the Contractor may be asked to attend subsequent kick-off meetings upon award of individual task orders.

### 9.3 Non-Disclosure Agreements

All selected Contractor personnel assigned to work on this project shall be required to sign a non-disclosure agreement regarding key aspects of the project and project content. Please refer to OPM Clauses 1752.209-70 and 1752.209-71 in the contract.

### 9.4 Qualified Personnel

The Contractor shall provide qualified personnel to perform all requirements specified in this SOO. Please refer to OPM Clause 1752.209-72 in the contract.

#### 9.4.1 *Project Manager*

The contractor shall provide a Project Manager who shall be responsible for all contractor work performed under this project. The PM will be designated as *key personnel* for this project.

The PM shall be a single point of contact for the Contracting Officer and the Contracting Officer's Representative. It is anticipated that the PM shall be one of the senior level employees provided by the contractor for this work effort. The name of the PM, and the name of any alternate who shall act for the contractor in the absence of the PM, shall be provided to the Government as part of the contractor's proposal. During any absence of the PM, only one alternate shall have full authority to act for the contractor on all matters relating to work performed under this task order. The PM and all designated alternates shall be able to read, write, speak and understand English.

The PM shall create and articulate a communication infrastructure to help streamline dialogue and decipher the appropriate level of communication. The PM should institute a plan that

provides clear guidelines and expectations for communication, and shall continue to build and improve on said plan given the ever evolving demands and changes to the FAA.

The PM shall collaborate with AAP-330 in (1) understanding and analyzing the learning needs of the acquisition workforce; (2) developing a plan for solving the problem, based on workforce and organizational needs, culture, existing materials, resources, budget, stakeholder and subject matter expert (SME) involvement, and other variables; (3) establishing the scope, schedule, resources, timeframe, deliverables and success metrics, as well as a potential program maintenance plan for post-project use; (4) implementing the plan (instructional design, course development, and/or training activities; this might include implementing an off-the-shelf solution, setting up coaching activities, creating job aids, etc.); and (5) analyze metrics to assess efficacy of learning solutions.

Qualifications include:

1. Demonstrated experience as a Project Manager, including but not limited to, proactively offering new ideas, innovations, suggestions and advice to the client to enhance and improve clients' training functions.
2. Experience and knowledge in writing and financial analysis sufficient for maintaining records, accurate invoicing, and preparing reports and deliverables as required.
3. Experience indicating strong problem-solving and organizational skills, as well as demonstrated customer service, teamwork, and interpersonal skills.
4. Experience in managing a large-scale training delivery.
5. Strong written and verbal communication skills.
6. Able to balance big-picture thinking with day-to-day details and deliverables; strong emphasis on quality.
7. Strong project management and change management skills.

The PM shall be available to the COR via telephone between the hours of 8:30 am through 4:30 pm EST, Monday through Friday, and shall respond to all requests for discussion or resolution of technical problems within 48 hours of notification.

The contractor shall provide a PM that satisfies the minimum qualifications as follows:

1. Bachelor's degree, Masters preferred
2. Five or more years of experience managing training contracts
3. Five or more years of experience in Learning and Development

A resume shall be submitted with the proposal.

#### *9.4.2 Management/Technical Plan for Operation of the Contract*

The contractor shall prepare, maintain, and follow a written management/technical plan. The plan shall consist of the organizational structure, roles and responsibilities, schedules, key outputs or milestones, and procedures needed to meet the requirements of this SOO.

The contractor shall designate in writing a Program/Project Manager who has overall responsibility and is the central point of contact for the work. The Program/Project Manager does not necessarily have to be the same person as the PM. The contractor will identify all personnel and their functions/responsibilities as it relates to this contract. The roles and responsibilities of the program manager and proposed instructors shall be defined, including the education, training, skills, experience, identity, background, and work experience of the program manager and the personnel assigned to instruct the training courses. The plan shall state how many personnel are currently available and how many new hires are required to staff fully to accomplish deliverables as scheduled. Resumes shall be provided for the Program/Project Manager and developers.

#### 9.5 Employee Identification

Visiting Contractor employees shall comply with all Government escort rules and requirements. All Contractor employees shall identify themselves as Contractors when their status is not readily apparent and display all identification and visitor badges in plain view above the waist at all times.

#### 9.6 Employee Conduct

Contractor employees shall present a professional appearance at all times and their conduct shall not discredit the United States Government. Please refer to OPM Clause 1752.209-73 in the contract.

Contractor management shall provide sufficient oversight and supervision to ensure employees or independent contractors, subcontractors are fulfilling their technical responsibilities and doing so in the best interest of the government.

#### 9.7 Removing Employees for Misconduct or Security Reasons

The Government may, at its sole discretion, direct the Contractor to remove any Contractor employee from the Government facilities for misconduct or security reasons. Removal does not relieve the Contractor of the responsibility to continue providing the services required under any task order awarded. The Contracting Officer will provide the Contractor with a written explanation to support any request to remove an employee. Please refer to OPM Clause 1752.209-73 in the contract.

#### 9.8 Conflict of Interest

The Contractor shall not employ any person who is an employee of the United States Government, if that employment would or would appear to cause a conflict of interest. Please refer to OPM Clause 1752.209-74 in the contract.

#### 9.9 Disclosure of Information

The contractor recognizes that in the performance of this contract it may receive or have access to certain sensitive or personal information, including information provided on a proprietary basis. The contractor agrees to use and examine this information exclusively in the performance of this contract and to take the necessary steps in accordance with government regulations to prevent disclosure of such information to a party outside of the government

### 9.10 Key Personnel

Before replacing any Key Personnel, the Contractor shall notify the OPM Contracting Officer at least 15 business days in advance, submit written justification for replacement, and provide the resumes of any proposed substitute(s). All proposed substitutes shall possess qualifications equal or superior to those of the Key Personnel being replaced. The Contractor shall not replace Key Personnel without the OPM Contracting Officer's approval. The Government may designate any additional positions as Key Personnel at the time of award. Regardless, any change in personnel shall be with an individual with equal or greater qualifications and experience. Please refer to OPM Clause 1752.209-72 in the contract.

Key personnel are defined as individuals who are responsible for the success of a particular endeavor. The key personnel are critical to the success of the venture and must own and be accountable for their particular competencies.

### 9.11 Specifications

Best commercial practices shall be employed during the performance of this project. The contractor must provide all necessary qualified personnel, facilities, materials, platforms, and services to accomplish the efforts required within this Statement of Objectives.

Vendors must demonstrate their proficiency as a proactive provider of state-of-the-art training and professional development solutions. In addition, the vendors must demonstrate the following capabilities:

- Experience as a proactive collaborator in identifying, offering, and implementing effective and innovative training solutions
- Experienced instructional systems designers with strong interpersonal communication skills (written and oral)

The contractor must provide all of the necessary technical, business and administrative planning, organizing, directing, and coordinating actions required to manage and to control activities associated with the contract. Vendors should note that familiarity with Government Acquisition is preferred.

The vendor shall be competent in on-line administration of all curricula.

### 9.12 Administrative Information

The primary OPM point-of-contact for this project is:

Merwin Charles

Contracting Officer

U.S. Office of Personnel Management



## Attachment A: Description of Curriculum Areas

**A. Contracting, Real Estate Contracting, and Contracting Officer's Representative (COR):** Contracting includes all processes and procedures involved in establishing and tracking contractual relationships. This includes assessing requirements and designing the acquisition strategy; developing an acquisition plan; assisting in the development of statements of work, overall contract terms and conditions, and the generation of cost estimates; making contractor responsibility determinations and determining contractor compliance; negotiating cost or price terms and conditions and requirements; monitoring contractor performance and assessing and making payments.

Real Estate Contracting covers the real estate acquisition lifecycle and processes, legal and constitutional authorities, purchase and lease of real property, acquisition of land, space acquisition, management and disposal, utilities contracts, land condemnation, environmental aspects of acquisition and disposal, out leases, reimbursable agreements, housing, automation tools (FAST/AMS), documentation requirements and management.

The contracting community includes employees that have primary responsibility for managing contracts from a strictly procurement perspective as well as an overall acquisition or technical perspective. The services of the contract community are performed under the guidelines of the XYZ Acquisition Management System (AMS).

**B. Cost Estimating:** Cost estimating and analysis is the determination of quantity and the forecasting, within a defined scope, the costs required to provide a service, construct and equip a facility, or procure or manufacture goods. Included in these costs are assessments and an evaluation of risks and uncertainties. Cost estimating is comprised of all related models, techniques, tools, and databases required to accurately predict the cost of an appropriately described item, product, program or a combination of each.

Cost estimates provide input to original baselines and changes to baselines, against which cost comparisons are made throughout the lifecycle of a project. They provide a basis for feasibility studies, business planning, budget preparation, and cost and schedule control. In the XYZ, cost estimates are a key component of several critical processes in making capital investments.

**C. Engineering (Systems Engineering; Software Engineering); Enterprise Architecture; & Test and Evaluation (T&E):** Systems Engineering is an engineering discipline whose responsibility is creating and executing an interdisciplinary process ensuring that customer and stakeholder needs are satisfied in a high quality, cost efficient and schedule compliant fashion throughout a system's entire life cycle. There are two roles that systems engineers play in XYZ acquisition. The first is to ensure that acquisitions are conducted from initial requirements to deployment and lifecycle support in a consistent, repeatable, well-formed manner. That is, the best engineering business practices are used in acquiring XYZ systems – the systems engineering process. The second role for systems engineering is to ensure that these acquisitions form an integrated whole.

Software engineering is the application of a systematic, disciplined, quantifiable approach to the design, development, operation, and maintenance of [software](#), and the study of these approaches; that is, the application of [engineering](#) to software. Software engineers perform functions in one of two areas – components, and systems. Understanding systems is a very different skill set from understanding components because you need to think about relationships. Components within the system have relationships with other components within that same system (and potentially with other systems). Dealing with systems is frequently called software architecture, and the practitioners are called architects.

Test and Evaluation Engineering has the overall goal of T&E is to reduce risk by providing crucial information to decision makers. Information is critical to managing an acquisition program. This includes information on the capabilities, and limitations of the system and risks affecting system cost, development schedule, and performance. T&E Engineers typically provide information regarding risk and risk mitigation, provide empirical data to validate models and simulations and permit an assessment of the attainment of technical performance specifications and system maturity. They work with programs and procedures to obtain, verify, or provide data for determining the degree to which a system (or subsystem) meets, exceeds, or fails to meet its stated requirements. These requirements can be stated in terms of thresholds and objectives.

Enterprise Architecture is an overarching term that covers the work that is done in an organization to align IT with business goals and needs. Enterprise architects work with stakeholders, both leadership and subject matter experts, to build a holistic view of the organization's strategy, processes, information, and information technology assets. The role of the enterprise architect is to take this knowledge and ensure that business and IT are in alignment. The enterprise architect links the business mission, strategy, and processes of an organization to its IT strategy, and documents this using multiple architectural models or views that show how the current and future needs of an organization will be met in an efficient, sustainable, agile, and adaptable manner.

**D. XYZ Acquisition Management System (AMS):** The Acquisition Management System (AMS) establishes policy and guidance for all aspects of lifecycle acquisition management for the XYZ. It defines how the XYZ manages its resources - money / people / assets - to fulfill its mission. The objectives of the policy are to increase the quality, reduce the time, manage the risk, and minimize the cost of delivering safe and secure services to the aviation community and flying public. Acquisition management policy promotes these objectives through partnership among service providers and customers to ensure XYZ plans, programs, and budgets address priority aviation needs.

**E. Project/Program Management and Integrated Logistics Support:** Project/Program Management is a critical discipline that involves establishing, tracking, managing, and reporting all facets of projects and programs including budget, technical requirements, personnel and customer needs. It involves the following phases: initiating, planning, controlling and monitoring, executing, and closing. Effective program/project management is at the core of XYZ's ability to deliver products and services on time and within budget. These products and services – such as automation systems to support management, communication, navigation, and surveillance systems, and critical aviation research –

advance the safety, security, and efficiency of the NAS. The technical competencies are important and the leadership competencies become even more critical as the Project/Program Managers advance into managing more complex acquisition programs requiring advanced and immersive leadership training and development interventions.

Integrated Logistics Support is a discipline that plans, establishes, and maintains an integrated product support package for the lifecycle of all XYZ products and services. It provides required levels of service to the end user at optimal lifecycle cost to the XYZ.

## Appendix A: Acronyms and Applicable Documents

### Acronyms

AAP-330	Acquisition Training Branch
ACM	Acquisition Career Management
ADA	Americans with Disabilities ACT
AMS	XYZAcquisition Management System
COR	Contracting Officer's Representatives
GFM	Government Furnished Materials
PM	Program Manager or Project Manager
PMP	Project Management Professional
RECO	Real Estate Contracting Officer