

**U.S. DEPARTMENT OF STATE (DoS)**  
**BUREAU OF DIPLOMATIC SECURITY (DS)**  
**PROGRAM MANAGEMENT SUPPORT SERVICES (PMSS)**  
**STATEMENT OF WORK (SOW)**

**OVERALL REQUIREMENT**

DS requires a multi-firm contract award Blanket Purchase Agreement (BPA), under which BPA Calls will be issued for individual requirements. Depending on the specific requirements of each program/project, BPA Calls will be issued on a firm-fixed price, time-and-materials, or labor-hours basis. This BPA does not obligate any funds. The Government is obligated only to the extent of authorized BPA Calls placed against this BPA by an authorized Contracting Officer. Full contract performance will require the contracting firm to access classified information up to Top Secret as access to sensitive cybersecurity, principle protective information, counterintelligence and terrorist threat information, and other classified information will be required to successfully perform the objectives of the following functional areas:

**Functional Area 1: Business Process Improvement, Organizational Change Management, and Policy Support**

DS requires support for facilitating adoption of changes to processes and helping move the organization from its current state to the desired future state. Additionally, because it operates in such dynamic environments, DS and its stakeholders require support for implementation of new leadership directives, guidance, and mandates as they rise.

**Objectives:**

- Facilitate sessions, off sites, and meetings to review, analyze, and improve DS business processes.
- Design and implement short-term and long-term quantitative and qualitative evaluations covering Bureau activities including programs, projects, processes, initiatives, and systems.
- Conduct assessments, reviews, or analyses – to assess current state processes.
- Organizational assessments, desk reviews, case studies.
- Establish effective communications strategies to promote DS's brand and services so that customers clearly understand what the Office offers and how to obtain support.
- Assess training needs, develop training plans, and conduct training as needed.
- Provide subject matter specialists on an as-needed basis to support human capital needs which may include, but are not limited to employee engagement, workforce development, and training.
- Support other business process improvement and organizational change management requirements as needed.

## **Functional Area 2: Performance/Project/Program and Communications Management**

DS offices require project management and communication activities support for various bureau and Department to include evaluative activities.

### **Objectives:**

- Facilitate sessions to build and improve project management practices, documents and products across missions and offices.
- Develop performance management materials such as program/project management plans, evaluation frameworks, theories of change, logic models, process maps and related tools. development of program, project, and portfolio management recommendations.
- Develop work aids and supporting instructions to facilitate understanding and use of evidence from evaluations and other performance management information.
- Performance monitoring support including establishment of monitoring methods, development of metrics, and data collection analysis-according to the Evidence Act and the 18 FAM 300.
- Develop and maintain reporting tools, including but not limited to data visualizations and dashboards; Develop communication and outreach products.
- Support other project and communications management requirements as needed.

## **Functional Area 3: Special Projects Support for the Assistant Secretary, Principal Deputy Assistant Secretary, and Executive Director for Diplomatic Security**

DS frequently receives unexpected taskers from high level stakeholders across DoS. It is critical for DS to be able to respond to these taskers quickly and with a high degree of quality. DS requires support for these taskers quickly and with a high degree of quality.

### **Objectives:**

- Provide market research, benchmarking, program analysis, and analytical studies.
- Facilitate off sites to produce action plans for high level strategic imperatives.
- Create reports, briefings, papers and other deliverables to summarize research and provide recommendations.
- Provide general technical assistance including consultation/advisory services.
- Supply support staff augmentation as necessary to implement various functions within DS.
- Provide applicable specialists to support the unique requirements of ad-hoc tasks; and
- Support DS offices and special project requirements as needed.

## **TYPE OF CONTRACT**

This is a multi-firm contract award, Blanket Purchase Agreement (BPA), under which BPA Calls will be issued for individual requirements. Depending on the specific requirements of each program/project, BPA Calls will be issued on a firm-fixed price, time-and-materials, or labor-hours basis. This BPA does not obligate any funds. The Government is obligated only to the extent of authorized BPA Calls placed against this BPA by an authorized Contracting Officer

(CO). Full contract performance will require the contracting firm to access classified information up to Top Secret as access to sensitive cybersecurity, principle protective information, counterintelligence and terrorist threat information, and other classified information will be required to successfully perform the objectives of functional areas 1 through 3. Access to classified information will require access to the DoS' ClassNet and the Joint Worldwide Intelligence Communication System (JWICS). Contracting firms are eligible to compete on BPA calls for which the company holds the required level of facility security clearance (FCL) or higher.

### **PERIOD OF PERFORMANCE**

The BPA Call shall be effective on the date of the CO's signature and shall remain in effect for one year plus any option years exercised under the BPA. The maximum BPA duration is five years, including base year plus four option years.

### **PLACE OF PERFORMANCE**

The main place of performance will be in Arlington, VA. Services under the BPA will generally be performed in the Department of State domestic offices located in and around the Washington DC Metropolitan area. Specific work locations will be identified following the BPA Call award. Telework authorization determined at the BPA Call level. Work Hours will be determined at the BPA Call level.

### **CONTRACTOR PERSONNEL**

The Contractor shall:

- Accomplish the assigned work by employing and utilizing qualified personnel with appropriate combinations of education, training, and experience.
- Match personnel skills to the work/tasks outlined in the SOW.
- Ensure the labor categories, labor rates, and man-hours utilized in the performance of the BPA Call will be sufficient to accomplish the tasks outlined in the SOW.
- Provide the necessary resources and infrastructure to manage, perform, and administer the BPA Call.

### **BPA CALL MANAGEMENT**

Under this BPA Call, the contractor shall:

- Establish clear organizational lines of authority and responsibility to ensure effective management of the resources assigned to the BPA Call.
- Establish process and assign appropriate to effectively administer the BPA Call.
- Respond to Government request for contractual actions in a timely fashion.
- Establish a single point of contact between the Government and Contractor personnel assigned to work on the BPA Call.
- Assign work effort and maintain proper and accurate time keeping records of personnel assigned to work on the BPA Call.

### **KEY PERSONNEL REQUIREMENTS**

## **Program Manager**

### **Duties and responsibilities:**

- a. Overall responsibility for the administration, supervision, and coordination of this requirement. This includes but is not limited to regular (at least bi-weekly) reporting on all management related activities and progress updates.
- b. Managing disparate, high-performing teams on a range of high-profile organizational and management challenges.
- c. Leading the creation, deployment, and execution of Department-wide management frameworks, plans, and toolkits.
- d. Directing the team making process improvements across the Bureau.

### **Required qualifications:**

- a. Minimum of 15 years of experience in management consulting is required. Prior State Department experience preferred.
- b. A bachelor's degree in business or a management-related field.
- c. Lean Six Sigma Green Belt certification is preferred.
- d. Certification in Professional Facilitation; or four years of experience in conducting professional facilitations with varied stakeholders.
- e. Top Secret security (TS) clearance and eligibility for access to Sensitive Compartmented Information (SCI).
- f. Have fluent understanding of law enforcement and federal foreign affairs agency operational plans.
- g. Preference for specialized experience in working with federal foreign affairs agency stakeholders to plan and implement bureau-wide and/or Department-wide improvements.

## **Program Analysts**

### **Duties and responsibilities:**

- a. Supporting the creation, deployment, and execution of Department-wide management frameworks to include managing for results and 18 FAM 300.
- b. Facilitating workshops, off sites, and other strategy sessions with DS stakeholders across the Department.
- c. Ability to multitask on a range of projects that are high-profile in nature and aimed at solving organizational and management challenges.

### **Required qualifications:**

- a. Minimum of five years of experience in management consulting or a related field is required. Prior DoS experience preferred.
- b. A bachelor's degree in a business or management-related field.
- c. At least two years of specialized experience in professional facilitation.
- d. Up to Top Secret with eligibility for access to Sensitive Compartmented Information (SCI).
- e. Preference for specialized experience in facilitating engagements with federal foreign affairs agency customers using change management tools.

## **SECURITY REQUIREMENTS**

Contractor personnel shall have Secret or Top Secret personnel security clearances (PCLs). As necessary, some cleared contractor personnel will also require eligibility for access to SCI. Uncleared contract performance is authorized at the discretion of the Contracting Officer's Representative (COR). Uncleared contractor employees must obtain favorably adjudicated Tier-2 (Moderate Risk Public Trust (MRPT)) or Tier 1 (Low Risk Non-sensitive) investigations as required for contract performance. Contract security requirements will be delineated in each BPA Call.

## **GOVERNMENT FURNISHED PROPERTY**

The Government will provide each Contractor employee with a standard business working environment and associated equipment, as may be required, for on-site work if needed. However, contractor employees shall not possess any U.S. Government (USG) equipment or property (whether Government-furnished or not) off site, unless authorized by the COR in advance.

## **TRAVEL AND TRAINING**

### **Travel**

Performance of services under the BPA Call may occasionally require contractor personnel to travel. Specific travel requirements, as they rise, will be identified in requests sent by the Contractor to the COR. Prior to any travel, the BPA Call must have sufficient funds to cover the travel costs. Any travel must also receive advance approval from the COR. All travel under this BPA Call shall comply with Federal Travel Regulations and/or Joint Travel Regulations, as applicable, in effect on the date(s) the travel is performed. The Contractor will be reimbursed for reasonable travel costs, such as airfare, taxi, ground transportation, rental cars, and other miscellaneous travel expenses, provided the travel has been authorized in advance by the COR and reimbursement of travel costs is authorized for the specific travel event. Travel costs subject to reimbursement are limited to travel occurring at the direction of the USG and performed in conjunction with a specific requirement for a trip authorized under the BPA Call.

### **Training**

There may be occasions under the BPA where contractor employees are required to receive specialized training for performance of the required services. This includes training for skills or knowledge that are not typical for the individual's functional area of expertise. As one example, this might include user training for a unique DoS software application where it is necessary for the employee to understand the functionality of the software to perform the assigned duties. When specialized training such as this is required, DoS will reimburse the Contractor for the cost of the training (unless provided in-house by DoS at no additional cost to the USG). Prior to any training, the BPA Call must have sufficient funds to cover the training. Any training must also receive advance approval from the COR.

## **OTHER DIRECT COSTS**

The BPA Call may include a funded Contract Line-Item Number (CLIN) to cover allowable Other Direct Costs (ODCs). This will generally include costs associated with travel and training,

as well as other ODCs that the COR might approve as allowable ODCs on a case-by-case basis. For any services or other expenses that may be allowable ODCs, the contractor shall first provide the COR with a breakdown of the proposed ODCs with supporting documentation. The COR will then determine if the proposed ODCs are necessary and allowable. Prior to performing any services or acquiring/providing any items that the COR approves as allowable ODCs, the BPA Call must have sufficient funds on the ODC CLIN to cover the approved ODCs. The contractor will not be reimbursed for any ODCs that were not approved in advance by the COR and/or which were not sufficiently funded on the BPA Call. As noted above, the BPA Call may include a funded CLIN to cover any allowable ODCs. If claiming reimbursement under this CLIN, an invoice must include a detailed breakdown and supporting documentation of the ODCs for which the contractor is claiming reimbursement.

### **CONTRACTOR QUALITY ASSURANCE**

The Government will perform quality assurance procedures that may be necessary to verify that performance is in accordance with the terms of the BPA and BPA Calls. Government quality assurance will be performed routinely by the COR; however, other activities may be called upon to support this effort as required. The COR or designated quality assurance evaluators will record all surveillance observations and will maintain a file of all inspection results. Successive months of unsatisfactory performance may result in other appropriate action(s) by the Contracting Officer, in accordance with any inspection clauses and/or other inspection terms & conditions included in this BPA.

The Contractor shall institute and maintain an appropriate system of Quality Control, to be set forth in a Quality Control Plan (QCP). The QCP shall be adequate for ensuring that all services performed under the BPA are of the highest quality standards and consistent with best industry practices, to assure timely provision of services, optimum USG satisfaction, and appropriate use/protection of USG facilities and assets. The QCP shall include checklists of duties to be carried out by the supervisory staff and senior employees. The Contractor shall also conduct periodic inspections to determine whether the various services are being performed in accordance with BPA terms and conditions.

At minimum, the quality control plan shall include the following:

1. An inspection system covering all services required by the BPA. It shall specify the services to be inspected on both a scheduled or unscheduled basis, how often inspections will be accomplished, and the tasks of the individuals who will perform the inspections.
2. A method of identifying deficiencies in the quality of services performed before the level of performance becomes unacceptable.
3. A method of documenting and enforcing quality control measures.
4. A customer complaint program, to include the following:
  - a. A way for customers to report complaints, deficiencies, and noncompliance with the terms and conditions of the BPA. The medium chosen by the Contractor shall be easily accessed. Adequate publicity shall be given so that customers may readily contact the Contractor.

- b. A description of the manner in which the Contractor shall promptly investigate any customer complaint and respond to the customer. The Contractor shall forward a monthly synopsis of complaints received and actions taken to the COR no later than five days after the end of each month.

The QCP shall be submitted within 15 calendar days following BPA award, and is subject to the review/approval of the COR. The Contractor shall provide the COR updates of the QCP, should any changes occur. Any changes, if made, are subject to the review/approval of the COR.

Records of all inspections conducted by the Contractor and necessary corrective actions taken shall be maintained by the Contractor. The Contractor shall make these records available to the USG throughout the term of this BPA.

### **WORKING DAYS AND HOURS**

Services under this BPA will generally be performed Monday through Friday during normal business hours. Specific working schedules will be established following the BPA award.

Working schedules must be approved by the COR and must comply with all applicable access and security requirements of the facility where the work is performed.