

**Request for Information (RFI) Response for  
RFI 106922E3123  
Program Management for the  
Department of State/Bureau of Diplomatic Security**

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Submitted to—  
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Submitted by—



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CORPORATE INFORMATION	
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DUNS:	##
Cage Code:	##
Level of Facility Clearance Level:	Top Secret
Business Classification / Size:	8(a) small business
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HunaTek Professional Services (HunaTek) appreciates this opportunity to respond to the U.S. Department of State (DOS) Request for Information (RFI) Number 106922E3123, dated August 31, 2022, for Program Management and Support Services.

HunaTek has its principle place of business at 13900 Lincoln Park Drive, Suite 350, Herndon, VA 20171. HunaTek, as part of a portfolio of Alaska Native Corporation (ANC)-owned entities, provides a range of services focused on delivering right-sized solutions to our customers' mission requirements. HunaTek delivers affordable and measurably effective outcomes across your project's lifecycle—from concept to closeout. The result: streamlined project implementation, effective cost controls, and consistently superior mission outcomes.

HunaTek holds the following contract vehicles: 8(a) STARS III, GSA Multiple Award Scheduled (MAS, formerly Schedule 70) and FAA eFAST. HunaTek's CAGE Code is \_\_\_\_ and DUNS Number is \_\_\_\_\_. HunaTek's registration in the System for Award Management (SAM) is current and complete. HunaTek operates under the following NAICS codes: 541519, 541512, and 541611. As a small business, HunaTek has the flexibility and capacity to meet every technical and program management requirement outlined in the Draft requirements.

## A. Management Plan/Corporate Resources

- 1) *Offeror's capability to effectively manage and provide highly qualified program management, logistics support, professional security services, financial and administrative support and the ability to adapt to Department of State culture;*

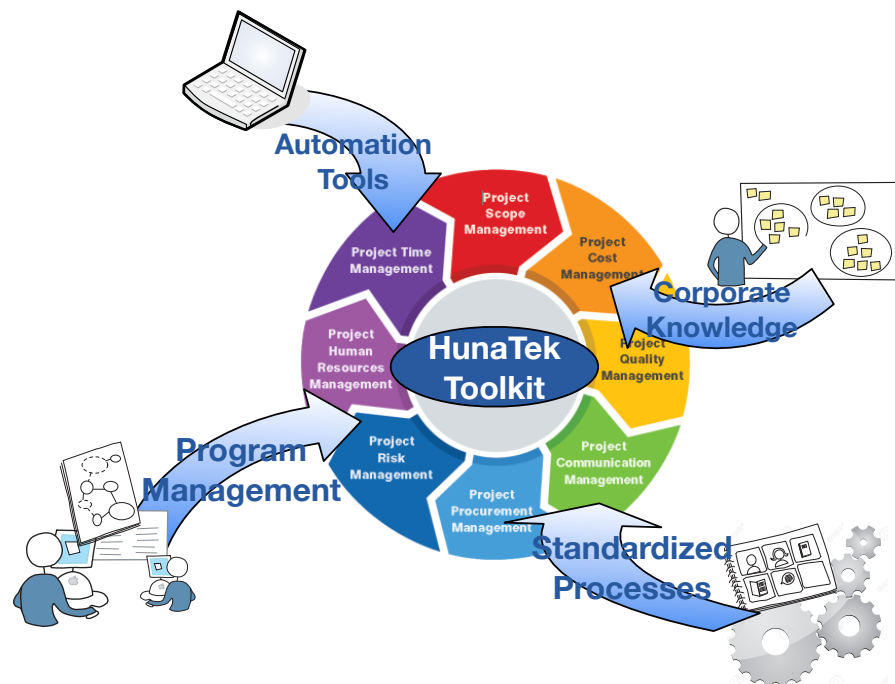
HunaTek possesses the capability to effectively manage and provide highly qualified program management, logistics support, professional security services, financial and administrative support, based on several important considerations. First, we employ a modified matrix management approach — recognizing the complexities of successfully staffing and managing projects similar in scope and scale to this one.

Second, HunaTek leverages technology for consistency and quality of delivery of services; we have developed innovative on-line management tools, coupled with processes that ensure that we meet the government's needs. HunaTek coordinates the personnel so we are able to deploy rapidly — and these people are typically subject matter experts equipped with technical sophistication. This is a HunaTek advantage that results in cost-realistic execution. Our firm has refined task-based management processes refined on a number of contracts, including STARS III and GSA MAS/Schedule 70. Our ability to identify rapidly the qualified team personnel to provide support for a broad range of projects; and an innovative SharePoint-based software toolset. Our portal maintains task-level schedule and cost controls with full visibility to the client.

These unique differentiators can be summed up as the HunaTek Program Management Toolkit. The HunaTek Toolkit is based on a toolkit that integrate assets, knowledge, management, and processes, as depicted in the following exhibit.

### ***Program Management*** —

We use tools such as our portal and DCAA-approved accounting system to track the technical, schedule, and cost progress of each task. Our Program Management Office (PMO) staff is responsible for maintaining the currency of files (e.g., task orders, deliverables, quality



deficiency notices, corrective action reports financial reports, etc.). The PM and task managers coordinate with the Quality Assurance Manager and the COR to ensure performance is quality-compliant. For example, the HunaTek team project managers hold leadership meetings bi-weekly to track performance and includes representatives from the functional areas to address any HR or performance issues. The PM and senior team management personnel conduct monthly executive sessions to discuss overall contract performance and individual task status by using the intranet portal. These sessions track cost, schedule and technical performance against an integrated project management plan and quality measures. In case of any deviations from these parameters, the PM assigns corrective action item(s) for resolution, and tracks their status at subsequent sessions. We store all deliverables in our portal data repository for access by our teammates and the government.

The HunaTek contract PMO, supported by our Finance and Accounting Department, prepares and submits Monthly Contractor's Progress, Status and Management Reports, Contract Performance Report, and the Status of Government Furnished Equipment (GFE). The PM and HR Manager prepares the monthly Personnel Contractor Management Report listing all HunaTek personnel assigned. We submit all reports to the government on the schedule depicted in the SOW. The HunaTek team Financial Manager prepares the monthly invoice in accordance with contract guidelines and submits it through the Electronic Invoice System (EIS). Our accounting system generates the invoice in the specified format. Our Quality Assurance Manager reviews all deliverable products before release to ensure they conform to the proper format and quality measures. The Contracts Manager transmits all reports to the government's CO.

**Logistics Support** — For DOS personnel to carry out their assigned missions, it is imperative that logistics components and infrastructure are matched to the needs of the particular task. HunaTek has managed logistics to ensure we anticipate technical needs months in advance, thanks to our personnel and their experience in the field. For example, HunaTek has performed multiple technical refreshes for DoD customers and employ personnel who have experience with the process of acquiring, building, maintaining, refreshing, and disposing of IT assets in multivendor, high security environments. Thus, we have the experience and expertise to adapt asset management processes to the specific needs associated with the daily and long-term strategic management of government furnished equipment.

HunaTek take a sound approach, based on close coordination with the government and other contractors. When dealing with logistics issues, HunaTek often performs an initial needs assessment. During the needs assessment, we obtain personnel role and location data, survey logistics needs, and define any added security and support requirements for each site (in-house, vendor supported, or outsourced) where logistical support is needed. We document all hardware and software in operation and identify each items manufacturer's stated technological end of life date to create a technical refreshment schedule that meets all ONR requirements. We will provide

this schedule and documentation within a set schedule after start of work, updating the documentation regularly or when baseline changes occur. We will also implement automated renewal notifications and dashboards for our team to facilitate proactive planning. The documented items are normalized against a consistent Asset Inventory as reflected in the Asset Management Report.

In support of logistics and program management, HunaTek processes have been developed utilizing industry accepted standards and methodologies such as ITIL, PMP, CMMI and ISO. We work with all these methodologies as part of our service model, and understand that implementation of these processes is not prescriptive, but need to be integrated into an organization's business and technical processes. Team management to effectively leverage all project participants through effective facilitation, coordination, and program management. HunaTek recognizes that teams may be composed of not only our own resources, but also DOS staff and other contractor personnel. We integrate the services across the team to deliver the comprehensive services and results, including knowledge transfer so our customers can perform similar projects in the future.

professional security services

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financial and administrative support

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HunaTek demonstrates the ability to adapt to Department of State culture — HunaTek has excelled at performance of multiple contracts of similar scope and scale, including for the U.S. Department of State. HunaTek understands many DOS missions must operate in difficult arenas; we have the experience and expertise to deploy people in austere and often high threat areas. HunaTek has an experienced team of recruiters to source qualified personnel. A number of assignments have required work is performed OCONUS through short term deployments, with little advanced notice and response times. HunaTek is well versed in providing all logistical and personnel support services during these deployments. We arrange and coordinate the full soup-to-nuts life cycle of deployments, from pre-deployment requirements (such as medical, country clearances, letters of authorization, visas, codes of conduct, team orientations, safety and security briefings, etc.) through program execution and life support, to demobilization, program closeout and after action reports (AARs).

The HunaTek Toolkit is composed of a set of tools, processes and skills that provide a standardized and practical approach to every technology engagement. The HunaTek Toolkit enables teams to quickly initiate projects, effectively execute using proven tools and processes, and leverage skills of all participants. Our Toolkit is based on a combination of ISO 900x quality

processes and CMMI Level 3 processes, industry best practices, and hands-on experience at DOS and other agencies. Our Toolkit provides the framework for setting up, initiating and executing complex enterprise IT projects, with the ability to tailor them to our customer unique environments and requirements. Our team brings knowledge and expertise from numerous Federal and commercial projects, ranging in size up to multi-million-dollar agency initiatives. HunaTek understands success can only be achieved when any new solution or process is effectively utilized by levels of participants. This includes users, stakeholders and management. HunaTek has extensive experience working with diverse groups of participants, facilitating positive interactions, and delivering agreed upon results. How do we remain agile to customer needs? For each engagement, we select the most applicable assets and processes from our methodology. We use our substantial experience, knowledge, and lessons learned to tailor solutions and apply proven management techniques to successfully deliver on-time, on-budget results every time.

Another HunaTek advantage can be found in our approach to transition — we gave a unique approach to the management of transitions. “Transition” in this context is the transfer of knowledge and services from one service provider to another in a methodical manner and with utmost transparency. For many new undertakings, HunaTek employs a comprehensive three-phase transition methodology. A key differentiating factor in our methodology is the two-step reverse shadowing process adopted by our team. In a geographically distributed working environment, knowledge transition should involve key members of a team making visits to other locations and teams for better knowledge sharing and transfer. In such cases, the service provider’s team leads and project managers will travel to the customer’s site for these knowledge transition sessions. To achieve a holistic approach, it is also useful to have the customer’s representative travel to the delivery center for knowledge acquisition. The overall decision should be based on the size of the team and the level of knowledge transition required. Knowledge transition sessions held solely through web conferences are not advised.

A successful transition phase will cover the following activities: Familiarizing team members with the application functionality (and of its relationship to the organization’s business requirements); Conducting detailed training on the technical architecture and technical components; Review of all application documentation to be sure it is complete and available to the knowledge transition team; Aligning technical processes such as technical standards, coding guidelines, configuration management, and test procedures; Implementing governance processes such as collaboration processes, service level agreements, reporting requirements, and escalation processes; Focusing on all the important peripheral aspects of applications management — infrastructure supporting the applications, geographical boundaries, time-zone coverage and human resources involved.

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## D. Ability to Meet Government Requirements

HunaTek's ability to meet government requirements is predicated on an approach refined over years of work, particularly at DOS and other federal agencies. As previously described, the HunaTek Toolkit is a set of methodologies and processes use by our experienced staff to achieve mission objectives. It is based on a these factors:

- Professional lessons learned, enabling the authors of this response (subject matter experts in various relevant areas) to make a basic order of magnitude estimate utilizing industry-standard guidelines moderated by our real-world experiences;
- Expert judgment — from hands-on experience and understanding of the project requirements, based on our understanding of what the U.S. Department of State requires to be delivered; and
- Parametric model estimating, a scientific method that auto-calculates estimates using detailed data from previous activities.

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

*DS will require 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 Department 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; and*
- *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; and*

- *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 the Department. It is critical for DS to be able to respond to 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*

Criteria	Key Advantages of Working with HunaTek
<b>Personnel</b>	<p>We will provide 100% of the existing and proposed technical staff on day one of the contract. The HunaTek team will ensure that all personnel on the contract meet all of the requirements of their assigned labor categories and that they perform all work up to the standard that is expected for their labor category.</p> <p>A key benefit of our approach and commitment to DOS is the assignment of senior and knowledgeable Program/Project Managers (PM) with extensive background in Overseas Logistics, Security, Program Operations &amp; Management, and related services.</p>
<b>Sourcing Qualified and Cleared Staff</b>	Our experience under other DOS contracts and our methodologies respond directly to DOS' needs and expectations.
<b>Management and Technical Approach</b>	Our approach leverages the structure, methodologies, best practices and tools required to deliver the right people, with minimal risk. Our experience under other DOS contracts and our methodologies respond directly to DOS' needs and expectations.
<b>Relevant/Related Experience</b>	We offer a unique breadth and depth of experience and understanding on DOS current mission-critical projects. This allows us to offer continuity on the agency's most important projects — unmatched by other firms.



- 2) Offeror's possession of a current Top Secret facility security clearance issued by the Defense Security Service;

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*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 requirements stated above. Access to classified information will require access to the Department's ClassNet and the Joint Worldwide Intelligence Communication System (JWICS).*

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### 3) Offeror's ability to identify sources of personnel to fill the vacant positions;





HunaTek continuously performs active recruiting to identify highly qualified and experienced personnel to support customer requirements. We maintain an extensive database of qualified candidates that we pre-qualify to support emerging hiring needs, and we offer a generous employee referral program, which draws qualified, like-minded and highly skilled individuals for employment consideration.

HunaTek uses various sourcing methods to draw qualified and diverse applicants, such as employee referrals, subscription services including Clearancejobs.com and, when necessary, the use of external recruiters. We judiciously use social media in our recruiting process, including Facebook, LinkedIn, Glassdoor and Twitter.

We have access to an enormous pool of qualified and experienced veterans and military spouses worldwide as a partner in the Office of the Secretary of Defense Military Spouse Employment Partnership (MSEP). We are also associated with MilitaryOneClick.com (MOC), which is a resource website specializing in connecting the Military veteran and spouse community with employment opportunities. MOC is partnered with the White House Joining Forces Program and the US Chamber of Commerce Hiring Our Heroes Program and connects directly with veterans and military spouses seeking employment. Access to this wealth of talent enhances our ability to ensure that positions are filled in a timely manner, reduces the time it takes to replace personnel, and extends our reach to areas in proximity to our client locations. We dedicate hours to networking, searching, and reviewing profiles to locate talented and qualified candidates.

When losing an employee and faced with the need to fill a vacancy on short notice, HunaTek targets a two-week maximum for backfilling the position. We have historically been able to meet this target timeframe in most cases and have had measurable success filling positions CONUS and OCONUS.

Employee referrals are an important part of our process not only because our employees can attest to the capabilities and work ethics of the individuals they refer, but because referrals are a testament to the satisfaction felt by current HunaTek employees. They want technical

	<b>Our Current Workforce</b> <ul style="list-style-type: none"><li>• Relevant Diplomatic and Military Experience</li><li>• Significant Technical Experience</li><li>• SMEs with Necessary Skill Sets</li></ul>
	<b>Incumbent Workforce</b> <ul style="list-style-type: none"><li>• Best and Brightest</li><li>• Most Qualified</li></ul>
	<b>Other Markets</b> <ul style="list-style-type: none"><li>• Emerging Skill Sets</li><li>• Market Segment Transfers</li></ul>
	<b>New Talent</b> <ul style="list-style-type: none"><li>• Interns, Co-Ops, and New Grads</li><li>• Training in <i>The HunaTek Toolkit</i></li></ul>
<b>Four Sources of Skilled Personnel</b> <i>HunaTek augments our workforce with talent from other markets ensuring available capacity</i>	

professionals they respect to come work for their company. We also receive frequent referrals from our customers and prime contractors due in part to our low turn-over rates and high levels of employee satisfaction reflected in our team's performance.

As a general practice, HunaTek tailors the hiring for each effort to the specific needs of the contract or task order. We believe that there are varying levels of individual skill sets, personalities, motivation, and drive required to support this effort. Therefore, our hiring approach includes tailoring the job descriptions, applications, interviews, follow-ups, and post-hire training appropriately for the specific skills and experience required for each position. Specifically, our job descriptions for each position contain tasking descriptions, certifications, education levels, and years of experience as explicitly called forth in the performance work statement. Our hiring and personnel placement reflect the diverse nature of the requirements within the PWS and the broad range of skills required to accomplish the tasking.

One result of HunaTek's history of providing technical support to various Government agencies is our ability to properly vet candidates for proficiency, personality, and where they best fit in the organization. Our hiring managers, who have decades of combined experience with customer support, from the line worker level through the senior executive manager level, understand "what right looks like" when discussing job duties and performance expectations with prospective employees. Our interviews include standard questions related to common functional administrative processes, as well as scenario-based questions that test each interviewee's knowledge of the discipline as well as their ability to think quickly in a high-pressure situation.

Our team emphasizes risk mitigation — and avoiding vacant positions is a primary means to avoid disruptions. HunaTek employs a number of different mechanisms to overcome high turnover. One is encouraging and incentivizing employees, through monetary and non-monetary means, to carry out their work in a productive and efficient manner (see B. Employee Compensation Plan). HunaTek recognizes the economic advantages and improvement to the mission when job turnover is reduced and good employees are retained. We therefore give special attention to employee needs for job satisfaction, personal welfare, and recognition for a job well done. Our organization employs several initiatives to provide a stable, secure work environment and create healthy social interactions. These initiatives include: Recognizing meritorious work; Structuring monetary compensation to be competitive and rewarding for performance and proficiency, including sharing in performance award; Promoting learning and training; and Communicating openly.

An actively engaged PM and HR team that maintains constant and continuous communication with the people on the ground is a way of resolving high turnover. By having that communication, the teams are able to better predict and mitigate periods of higher turnover and can react to it in a more efficient fashion. Additionally, by having the management and HR teams maintain communication, they can better deal with any issues that may be causing such

turnover in the first place. Having an effective communication management plan is one of the most effective ways at resolving and mitigating high turnover. As we grow in size and experience we are also working to retain, as best we can, those employees who are real assets to both the customer and HunaTek. We communicate this retention program and our benefits program in our Professional Compensation Plan (see B. Employee Compensation Plan).

- 4) *Offeror's ability to ensure personnel assigned to specific task orders are in compliance with personnel security policies; i.e., possess current final Top Secret personnel security clearances issued by the DOD CAF and be eligible for access to Sensitive Compartmented Information (SCI) without exceptions or deviations;*

Once an individual has been identified as a potential candidate for a position, verification of certifications happens in the screening phase for HunaTek. Depending on the position and the requirements, HunaTek can employ a number of methods when verifying certifications, including requesting copies of such said certifications, contacting references and institutions for verification, performing background checks and using open source methods as a means for verification, etc. HunaTek also uses an employment screening service, HireRight. They perform criminal back ground check as well as drug screening.

Depending on the project, HunaTek is also able to setup a candidate for health and psychological screenings through our partner services. Our FSO verifies clearance eligibility in JPAS. If the background and clearance checks are valid, we move on to soliciting input on their performance. We check our databases for existing data and reach out to references to confirm job performance and validate delivery skills. Lastly, our team assesses all feedback and analyzes the candidate's overall package. We then determine whether this person would be suitable for a particular program, and if approved, the candidates package will proceed into the hiring process. HunaTek offers the ability to staff all positions, with varying experience levels, in any anticipated situation and at locations CONUS/OCONUS. Our solution to addressing the primary impact a lack of clearer, qualified personnel CONUS and globally is in our process for on-boarding cleared staff, preparing them for deployment, and staging them to any theatre. HunaTek obviates the lack of access to quality personnel, mitigating delays in getting staff on location in a timely manner, eliminating poor continuity of effort, lack of specialty services, lack of training/education, and related problems.

5) *Offeror's ability to secure personnel who are sufficiently qualified to handle the established tasks, responsibilities and duties outlined herein;*

HunaTek was established in 20\_\_, therefore, has been supporting the U.S. Department of State and other federal agencies for ## years. HunaTek's retention rate is currently 90%. Of the contracts that HunaTek is currently on that do provide program management, financial analysts, and other pertinent labor categories. Our philosophy is to treat our staff well, to the point that they wish to remain with HunaTek. We work with the government to identify qualified incumbent personnel to target for retention and on-boarding. We adhere closely to the Federal Acquisition Regulation (FAR) 52.237-3, "Continuity of Services" to ensure that incumbents are aware of the opportunity to stay with a given program. We are able execute on this by offering our analysts raises and/or bonuses at the end of each year, as a way of maintaining high morale and drive, and as a way of maintaining retention and motivation. We also offer a comprehensive compensation package (see B. Employee Compensation Plan).

HunaTek recruiting staff maintains a database of hundreds of candidates identified through various sourcing methods and referrals. We use this database to track candidate qualifications (e.g., years of experience, degrees, certifications, level of clearance), desired location for work, salary requirements, and other relevant information gathered during the screening process. This database allows us to maintain relationships with individuals over months — and sometimes years — in cases where the candidate availability is not immediate or there is a long-lead requirement for support. The following outlines HunaTek's staffing approach.

Step	HunaTek's Staffing Approach
Identify	Identify and understand customer requirements for a position. Apply a hybrid methodology, including employee referrals, job fairs, external recruiters, commercial resume sites, and social media and outreach. Collect qualified candidate resumes for consideration.
Screen	Evaluate candidate resumes and conduct telephone screening to assess skill level, experience, interest and availability. Security clearance and certification levels and expiration dates are verified.
Interview	More in-depth interviews are conducted (face-to-face if possible) to evaluate candidates' abilities, demeanor, and professionalism to determine if they are a good fit for the specific position.
Verify	Conduct reference and background checks to validate qualifications, dependability and performance.
Place	Negotiate compensation and provide candidate with specific guidance on position requirements.
Train	New hires complete required client and company training during new hire orientation and onboarding.
Supervise and Monitor	Managers provide direct supervision, communicate regularly with personnel assigned to tasks, and monitor performance, communicating frequently with the customer to determine that performance objectives are being met. Employees are formally evaluated on an annual basis.

Step	HunaTek's Staffing Approach
Retain	We are committed to providing a positive work experience for our employees. Competitive compensation and benefits, generous paid time off and recognition for superior performance are key. Employees are given opportunities for career advancement. Employees are encouraged to identify training, education and additional certifications that will help them grow professionally. They are recognized with spot bonuses related to customer appreciation.

We have identified a number of candidates with whom we would like to work but who need additional qualifications to fully meet position requirements, such as an additional certification or a security clearance. In these instances, we work with the candidate to resolve the missing qualifications and match them to a vacancy once the requirements have been fulfilled. We provide counseling on the certifications required, how they need to go about achieving the certifications, and oftentimes assist with study material and/or mentoring to help them achieve the certifications. HunaTek has a 100% compliance rate in nominating exceptional candidates for contract positions by ensuring candidates meet or exceed the position requirements.

With a constant pool of qualified candidates, HunaTek's average staffing time for vacancies is two weeks or less. We have the ability to complete instant background checks and our hiring managers are empowered to make instant commitments to qualified employees as long as compensation requests fall within pre-established ranges for contract labor categories. If an exception is requested, senior management responds within minutes. Highly qualified candidates offer themselves competitively in the labor market. We understand they are likely talking to other prospective employers, so when we want them on our team, we move quickly. The two-week average is driven more by a candidate's need to give notice to current employers and any additional customer vetting that may be required. We respect candidates that insist on giving their current employer reasonable notice. It speaks to our team's professionalism, sense of responsibility, and ethics.

The team stays actively engaged with potential resources and each candidate is contacted on a periodic basis to maintain current information and availability. This rigorous recruiting process allows the team to quickly provision a suitable candidate that can then be screened for a particular opportunity.

## **B. Employee Compensation Plan**

### **HunaTek Professional Employee Compensation Plan**

HunaTek's employee compensation practices are intended to provide our customers with a stable workforce of competent staff able to support mission requirements without interruption. In accordance with FAR 52.222-46, Evaluation of Compensation for Professional Employees, we propose contract-specific labor rates that will allow us to hire professionals with the right skillsets for the requirements and complexity of the work at fair salaries, with a robust package of fringe benefits.

#### Methodology for Determining Salaries and Fringe Benefits for Professional Employees

If labor categories are not identified in the task order request or statement of work, we do a careful analysis of the technical and management requirements and determine the skills and experience that project staff will need in order for us to perform successfully. We group these skills logically into position descriptions. Each position then becomes a labor category for building our basis of estimate for the project. Depending on project requirements, we may create position levels such as Junior, Intermediate and Senior, or Level I through V, with each level representing additional experience, education and/or certification within the same skillset.

We begin our salary determination with an analysis of each proposed labor category, identifying the skills, education, certifications and experience level required for successful performance. Each labor category is assigned several job titles and any keywords that will help to pinpoint truly comparable market salaries. Our Human Resources staff then searches the ERI Salary Assessor using those titles, requirements and keywords, along with geographic location, and returns a short list of job titles and salary ranges for each labor category. Our subcontractors perform similar analyses independently, and all data is shared among all parties.

HunaTek uses salary surveys from the Economic Research Institute's (ERI) Salary Assessor as the basis for determining salaries. ERI's Salary Assessor contains over 7,000 positions across 9,000 geographic locations and over 1,000 industries. Data is supplied by a range of private and public-sector employers including commercial businesses, law enforcement, military, municipal, state and federal government. We use Salary Assessor to determine an appropriate pay range for each job category, level of experience and geographic location. We also use recruiters for some positions, who may provide market salary expertise.

Our next step is a competitive analysis of the labor categories within the government contracting sphere. We use our general salary range to build fully-burdened hourly rates, and use the FPDS database to compare those rates to similar labor categories awarded recently on other federal projects. We may adjust our salary estimates up or down depending on these results.

#### Project-Specific Salary Considerations

Within a general salary range, there are a number of considerations that will impact our ability to recruit and retain competent staff. The labor market has changed dramatically in the last two years; many workers now strongly prefer fully or partially remote work, and salary expectations have risen. We adjust our expected salary to accommodate such factors as

- Ability to work remotely full or part time



- Work schedule flexibility
- Clearance requirements
- Working conditions like spending significant time in a SCIF or traveling
- Unemployment rate and its recent trendline in the geographic area and employment field

We use our initial general salary range, our competitive analysis, and these factors to determine an expected salary range for each proposed labor category.

The results of our analysis of the labor categories for the Polaris contract vehicle and our assumptions appear at the end of this volume.

### Employee Retention

Uninterrupted support to customers requires us to retain qualified, competent contract staff, whether they are employees of HunaTek or our subcontractors. Our program managers, human resources staff, company management and subcontractors pull together to attract, develop and retain the right people to meet our customers' objectives. Recruitment is one of the core processes described in our Quality Management Program; we measure our success regularly and take specific steps to continuously improve our process and results.

### Incumbent Retention

At HunaTek we consider smooth transitions to be a core competency. Program continuity and uninterrupted service almost always requires retaining 75% or more of the existing staff. During our two most recent transitions the HunaTek team hired 82% and 100% of the incumbent staff.

When we propose work that has an incumbent, we use available public resources such as LinkedIn along with industry knowledge to make informed estimates of where the current staff lies on our expected salary range. Our goal is always to keep people "whole" – their total compensation package as a HunaTek employee should not be less than their current package.

After award, in consultation with the customer, we recruit the current staff and usually accept all applicants at their current salaries. Over the first six months of the contract, our Human Resources staff works with our project manager and the customer's project lead, within the bounds of the contract, to identify any individuals who may be incorrectly categorized for their experience level and move them into the correct labor category if the project budget allows.

### Retention Over Time

Our culture and policies empower our program and project managers to build high-functioning, cohesive teams in which each individual is valued and respected for their contribution.

- Every project manager has a team-building budget to be used at their discretion for team events, spot bonuses, small gifts, etc.
- We offer reimbursement for memberships in professional organizations, continuing education, certification exams and conference attendance.
- Our benefits package is competitive and designed to encourage a healthy work-life balance and financial security.

- We track turnover rates at least quarterly for the company as a whole and for each project, conduct exit interviews with departing employees, and survey employees annually, keeping employee satisfaction uppermost in the minds of company and project managers. Our retention rate for the first quarter of 2022 was over 98%.

While long-term project staff retention has clear program benefits, it is also essential to provide an upwardly mobile career path for those employees who are interested in growth. We expect some staff turnover on our programs; as employees become ready for more responsibility, we will move them into a more senior role on their current program or on another program, and backfill their position with a new hire or another employee who has outgrown their own position.

### Fringe Benefits

HunaTek's comprehensive fringe benefits package, available to all full-time employees, is designed to ensure our employees can create a reasonable work-life balance for themselves and their families, have access to quality medical care, are insured against catastrophic health events, and can put money aside for retirement. All plans comply with the Affordable Care Act, the Family and Medical Leave Act, and other applicable laws and regulations.

Fringe benefit offerings may differ for contracts subject to the Service Contract Act.

### Time Off Benefits

**Paid Time Off:** Our standard Paid Time Off (PTO) plan provides a minimum of 120 days per year, increasing with tenure. PTO may be used for any reason, including vacation, illness or personal business. PTO is accrued semi-monthly. To encourage employees to use their time off, we limit the amount that may be carried over to the next year to 64 hours for new employees, increasing with tenure. Accrued PTO is paid out upon termination other than for cause.

**Paid Holidays:** HunaTek follows the federal government holiday schedule, and pays all full time employees for all government holidays.

**Parental Leave:** We provide two weeks of paid parental leave for full time employees upon the birth or adoption of a child, or the placement of a foster child.

**Other Paid Leave:** We provide a limited amount of paid leave for other purposes separate from the PTO plan, including Bereavement and Jury Duty.

### Health and Welfare Benefits

We review our health and welfare benefit offerings annually, using employee surveys and industry benchmark information to inform our decisions.

**Health Insurance:** We offer a range of health insurance plans that allows employees to choose a plan that is affordable and supports their goals. Plans include a high-deductible option with a Health Savings Account, a mid-tier option and a higher-cost option with low or no copays. The company pays a significant percentage of the cost of coverage for employees and their dependents; employee contributions are pre-tax.

**Dental and Vision Insurance:** We offer dental and vision insurance to all eligible employees and their dependents. The company pays a percentage of the cost, and employee contributions are pre-tax.

**Short- and Long-Term Disability Insurance:** All employees, unless they specifically opt out, are covered for income loss through our short-term and long-term disability policies at 60% of salary. By default HunaTek pays 100% of the cost of this coverage. A tax-choice option is available for employees who prefer to pay the premiums with after-tax dollars; in this case the premium plus a small gross-up is added to the employee's pay and the premium is deducted, and any benefits received by the employee in the future will be treated as non-taxable income. Coverage above the plan maximums is available on a voluntary, employee-paid basis.

**Life Insurance:** HunaTek provides all employees who do not specifically opt out with life and accidental death and dismemberment (AD&D) coverage at two times annual salary up to \$300,000 at company expense. Additional coverage is available on a voluntary, employee-paid basis.

**Flexible Spending Accounts:** HunaTek offers Flexible Spending Accounts (FSA) in accordance with IRS limits, enabling employees who so choose to set aside pre-tax money for out-of-pocket medical expenses and dependent care costs.

**Voluntary Benefits:** We offer several employee-paid voluntary benefits, including Critical Illness, Accident and Hospital Indemnity plans.

#### Retirement Benefits

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**401(K):** HunaTek sponsors a 401(K) plan for all employees, both full-time and part-time. The company makes a safe-harbor contribution of 3% of gross pay regardless of employee contribution. Employees may contribute up to the statutory limits each year.

### **C. Past Performance**

HunaTek is a mature company with support functions that enable consistent performance, accountability, and efficiency across the portfolio of projects performed by the company. Our corporate infrastructure enables our program managers, engineers, analysts and other experts to focus on the objectives of the client mission. Working with HunaTek reduces risk to the government because we ensure contract compliance and increased stakeholder satisfaction. We ensure quality service delivery because HunaTek back-office support includes:

- HunaTek's Accounting and Finance office maintains accounting and finance policy, and implements controls that enable corporate and project-level budgeting, planning, and financial reporting. Our accounting system is DCAA approved.
  - HunaTek's Human Resources and Recruiting team manages internal and external staffing requirements in support of all our projects, providing the ability to attract, hire, train, and retain a high-quality workforce. We offer a competitive compensation package, incentivizing employees to grow with the company.
  - HunaTek's Contracts team administers contracts and subcontracts, and is responsible for procuring materials and services from qualified suppliers and subcontractors.
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**Past Performance #1**

<b>Programs &amp; Resources End-to-End Support</b>			
<b>Contract Name:</b>	Marine Corps End-to-End Defense Agencies Initiative Support (E2E)		
<b>Contract No.:</b>	M9549-20-F-0031	<b>Prime or Sub</b>	Prime Contractor
<b>Contract Value:</b>	\$23,055,000	<b>Period of Performance:</b>	SEP2020 – SEP2023 (1 year base, 2 option years)
<b>Primary Reference POC:</b>	Maj Peter N. Misyak HQMC P&R, COR Budget Formulation Branch Pentagon Rm 4C349 Phone 703-697-9551 peter.misyak@usmc.mil	<b>Contracting Agency:</b>	MCICOM HQ
<b>Contract Description:</b>	<p>HunaTek is the Prime Contractor for Marine Corps Deputy Commandants (DC) Programs &amp; Resources (P&amp;R) End-to-End (E2E) Defense Agencies Initiative (DAI) Support. HunaTek provides DC P&amp;R business process re-engineering support to six DAI E2E processes. HunaTek is responsible for documenting the E2E business architecture and recommending portfolio policies and practices furthering the Marine Corps' efforts to: (1) improve its audit, risk management, and remediation posture; (2) improve its E2E effectiveness and efficiency; (3) improve its E2E change management; and (4) improve its E2E cost management.</p> <p>Our team is leading business process re-engineering and change management efforts designed to improve DC's audit, risk management and cost management posture as the Marine Corps undertakes a large-scale system migration from its current financial system to a modern Enterprise Resource Planning (ERP) solution. We provide comprehensive technical support and guidance to aid in the process of using technologies to create new or modify existing USMC business processes, culture, and customer experiences to meet changing business and market requirements to: improve the reliability and accuracy of financial information in support of financial accountability and audit compliance; build traceability and risk awareness, and enable risk-informed decisions; and achieve traceability of decisions in the form of dollars and outcomes. We are developing the future fiscal coding structures for the new system, incorporating a management accounting structure aligned to projects, tasks, organizations and expenditure types. We also provide consulting services and recommendations to support policy development, portfolio strategy and roadmaps, organizational change management efforts, information and risk management, and dissemination of decisions through drafting Marine Corps Orders (MCO), Marine Corps Bulletins (MCBUL), Marine Administrative Messages and Doctrine.</p>		

**Past Performance #2**

Professional Support Services	
<b>Contract No.:</b>	19AQMM20D0035
<b>Contract Name:</b>	Bureau of Counterterrorism Staff Support
<b>Prime or Sub:</b>	Prime
<b>Contract Officer:</b>	Kelly Wagner, Branch Chief/Sr. Contracting Officer; WagnerKM2@state.gov , 202-531-8157
<b>Contract Specialist:</b>	Donald Bromell, SME, <a href="mailto:BromellD@state.gov">BromellD@state.gov</a> , 703-875-6112
<b>COR/COTR:</b>	Ayanna Gibson, Management Analyst, <a href="mailto:GibsonAS2@state.gov">GibsonAS2@state.gov</a> , 202-634-4605
<b>Contract Type:</b>	IDIQ
<b>Contract Value:</b>	\$22M
<b>Period of Performance:</b>	3/26/2020 – 3/25/2025
<b>Contract Description</b>	<p>HunaTek provides a broad range of Professional Support Services to the Department of State's Bureau of Counterterrorism (CT). HunaTek personnel include office managers to assist with Front Office and general office support, as well as Management Analysts, quite often defined as project coordinators and project analysts to assist in offices that require research, analysis, and coordination of information and materials, as well as Budget Analysts and HR Specialists. As the Prime Contractor HunaTek is responsible for all personnel on the program, to include the quality, management, supervision, equipment, materials required to successfully perform various support services required by CT. This staff intensive program requires the ability to identify, recruit and retain top talent for the CT mission, and rapidly respond to requirements as they emerge. At the end of each year, DOS recognizes employees for their outstanding performance. At the end of 2021, five of HunaTek personnel received recognition for their outstanding support, dedication, and teamwork. Two of the five received the Department of State Award of Excellence, which recognized their substantial contributions to their teams.</p>

**Past Performance #3**

Network Operations Management Branch IT Services			
<b>Agency</b>	Department of State / Bureau of Overseas Building Operations		
<b>Title</b>	Network Operations Management Branch IT Services (NOMBIT)		
<b>Contract Number</b>	19AQMM21D0119	<b>Task Order Number</b>	19AQMM21F3450
<b>Contract Type</b>	T&M	<b>Dollar Value</b>	\$24,476,936.96
<b>Award Date</b>	9/9/21	<b>Period of Performance</b>	9/22/2021 - 9/21/2026
<b>Location(s)</b>	Arlington, VA		
<b>Contracting POC</b>	Patrick T. Dermidoff U.S. Department of State Contracting Officer A/OPE/AQM/FDC/MAJ 1701 N. Ft. Myer Drive Arlington, VA 22209 (SA-6) Office: (703) 516-1810 Cell: (202) 531-2669 Email: dermidoffpt@state.gov		
<b>Technical POC</b>	Danilo Stapula Chief Information Officer US. Department of State Bureau of Overseas Buildings Operations M 571 438 5302   StapulaDE@state.gov		

**Brief Description of Work (including responsibilities)**

HunaTek provides support to the Network Operations Management Branch (NOMB) with IT Services providing on-premise and cloud based infrastructure support to the Bureau of Overseas Building Operations (OBO). This includes providing staffing and leadership for a broad range of support that includes overall systems architecture, solutions architecture, network administration, systems administration, systems engineering and DevSecOps programming and security support. HunaTek is responsible for preparing infrastructure, optimizing and backing-up systems, and creating automated VM, OS and applications builds in all OBO system enclaves. The team supports over 40 business applications and the supporting IT infrastructure.