**PERFORMANCE WORK STATEMENT**

**FOR**

**DIVERSITY CANDIDATE OUTREACH**

**AT**

**PENTAGON, VA**

**DD MMMMM YYYY**

**DRAFT**

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# SECTION I

## DESCRIPTION OF SERVICES

### 1.1 General. The Department of the Air Force (DAF) Office of Diversity and Inclusion (SAF/DI) is leading the transformation to ensure the DAF remains at its best with the full diversity of the nation represented. SAF/DI will soon release the “DAF Diversity and Inclusion Strategy” which broadly outlines a way forward. SAF/DI requires assistance from partners, able to leverage industry examples and lessons learned, to conduct outreach and engagement with underrepresented populations across a geographically diverse range to target recruitment for science, technology, engineering, and math (STEM) and operational career fields.

### 1.2 Scope.

The scope of this contract includes the development of plans, programs, and procedures to accomplish the following:

* Serve as a liaison between target underrepresented minority groups and the Air and Space Force, increasing brand awareness regarding Air and Space Force careers in STEM-related job series.
* Enhance access to the Air and Space Force via direct communication, presence, mentorship programs, and additional activities as determined to be appropriate.
* Increase underrepresented minority group’s interest in pursuing STEM careers with the Air and Space Force.
* Increase the pool of underrepresented minority and women applicants for available jobs in the Air Force and Space Force, targeting STEM.
* Provide access on demand to applicants for internships and full time jobs regarding STEM career fields.

These efforts shall target near and long term candidates through STEM and professional societies/ affinity organizations, Universities and Colleges, Minority Serving Institutions, and High Schools across geographically diverse locations. The Contractor shall ensure Contractor personnel take action to fully integrate into SAF/DI creating a seamless Government-Contractor team. The Contractor shall manage contractor personnel. The Contractor shall interface and perform technical and programmatic liaison support with Air Education and Training Command (AETC), Air Force Recruiting Service (AFRS), Air Force Personnel Center (AFPC), HAF/A1, other major commands (MAJCOMs), centers, and other stakeholders as required.

### 1.3 Background. The Department of the Air Force, in support of both the U.S. Air Force and U.S. Space Force, stood up the Office of Diversity and Inclusion January 11, 2021. In June 2020, then Secretary of the Air Force stood up a Diversity and Inclusion Task Force, which has now evolved into Secretary of the Air Force / Office of Diversity and Inclusion (SAF/DI). The new organization will continue to work directly for the Secretary of the Air Force, and will address the impact of diversity, inclusion, and equity on Airmen, Guardians and their families.

On June 2, 2020, the Secretary of the Air Force and the Air and Space Forces service chiefs ordered and independent review of racial disparity by the Air Force Inspector General. The report on racial disparity was released on December 21, 2020. SAF/DI was stood up on the heels of the report.

Creation of the new office served to formalize the Department’s commitment to our Force. Former Chief of Staff of the Air Force Gen. David Goldfein raised in an official note to commanders and other senior leaders on June 1, 2020, that addressed, among other issues, an “apparent inequity in our application of military justice.” Goldfein added that, “We will not shy away from this; as leaders and as Airmen, we will own our part, and confront it head on.”

The Inspector General’s review focused specifically on assessing racial disparity in military discipline processes, personnel development, and career opportunities as they pertain to Black/African American Airmen and Space Professionals. The new office is charged with identifying and changing policies and procedures, removing barriers, and other practices that may be having an unfair effect upon underrepresented Airmen and Guardians.

SAF/DI is founded on requirements, guidance, data and recommendations from numerous sources, including perspectives from our Airmen and Guardians, Presidential Executive Orders (ex., EO 13985 and 14035) and Strategic Guidance, the FY 2021 NDAA, OMB Guidance, DoD Policy (DoD D&I Board, DAF Task Force, CORONA Recommendations), and the Air Force OIG Disparity Report, among others. The scope of work for SAF/DI Partner extends external to and throughout the DAF. Externally, the contractor will work with a wide variety of companies and organizations already executing Diversity and Inclusion Plans. Within the DAF, the contractor’s activities will span across all elements of the SAF/DI Staff and USAF and USSF Commands, specifically SAF/MG (Office of Transformation) and SAF/CDO (Chief Data Officer) and through all echelons of the organization to ensure complete capture and synchronization of information and efforts.

# SECTION II

## TASK DESCRIPTIONS

The Contractor shall provide all services, materials, supplies, equipment, and project supervision, as required in connection with this Performance Work Statement (PWS). All efforts must include U.S. Space Force AND U.S. Air Force opportunities.

### 2.1 Task 1. Develop Plans to Conduct Targeted Outreach. Provide Baseline Program Plans.

The contractor shall provide plans to conduct and guide the diversity outreach efforts of the Office of Diversity and Inclusion. These plans include:

1. Develop detailed Program Management Plan NLT 60 days ACA (after contract award) after engagement with key stakeholders listed in 2.1and update the plan annually.
2. Student Centered Strategic Marketing Plan which should be broken down by market. A market is defined as a cohort of schools which should be grouped by alignment to DAF STEM needs, additionally geographic proximity should be considered. It is expected that the marketing plans will likely be unique to the market. Provide strategies and implement an annually revised student centered strategic marketing plan approved by the Government to keep the Department of the Air Force top of mind among Target Audiences and Candidate Advocates during Summer Breaks and maintain momentum established throughout the year. The Student Centered Strategic Marketing Plan is due no later than four months after award
3. Candidate Outreach Plan and Reports. The contractor shall provide ongoing follow-up with Candidate Advocates to deploy a multi-pronged approach to target future applicants at various education levels. The contractor shall define the engagement approach, activities, metrics and goals used to conduct the follow-up with Candidate Advocates in a Candidate Outreach Plan due ninety days after contract award and report results in the monthly progress report.
4. Diversity Marketing Plan. The contractor shall develop and provide an annual Diversity Marketing Plan acceptable to the Government no later than six months after award targeting engagement with underserved and underrepresented groups as reflected in Department of the Air Force demographics. Campaign development will be relatable to the target audience, collaborate with Government stakeholders regarding media strategies to reach and engage the target, and leverage experiential elements to enhance targeted engagement results.

### 2.2. Task 2. Create, Schedule and Present OD&I Presentations to Interest Groups. Create Standardized Templates for Outreach to Interest Groups within 120 days of contract award. Schedule and present the tailored Outreach presentation to applicable interest groups such as administrators at education institutions, professional societies/ affinity organizations, AFRS, and AFPC focused on identification of profiled candidates, expanding awareness of opportunities, facilitating opportunities for presentations to Targeted Candidates, encouraging student application submissions, and scheduling application clinics.

### 2.3 Task 3. Progress Assessments and Program Status. The contractor shall conduct progress assessments and submit monthly program status reports no later than the 5th business day of each month to the COR in a format acceptable to the Government. The contractor shall provide a draft format including data elements, program metrics, and goals for each of the tasks in the PWS. Meeting minutes shall be provided one business day after the meeting to the COR.

### 2.4 Task 4. Create Outreach Web Page. Develop and deliver a web page, acceptable to the Government, on the AF portal within 120 days after contract award which serves as the central point of contact and service entry point for outreach, information, references, and questions related to the STEM recruitment, retention, and intern/mentoring efforts of the Office of Diversity and Inclusion Outreach program. In addition, the contractor shall maintain the web page after deployment.

### 2.5 Task 5. Intern Placement. The contractor shall partner with centers such as Kessel Run, Air Force Life Cycle Management Center (AFLCMC) and Air Force Research Laboratory (AFRL) or the placement organization Air Force Personnel Services (AFPS) to find placements for potential interns. The contractor shall be the central point of contact for information concerning STEM related intern programs and shall coordinate the collection and dissemination of information on internship programs of interest including the premier college internship program (PCIP) – as illustrated in the following articles/links.(. <https://www.aflcmc.af.mil/News/Article-Display/Article/1945796/college-students-invited-to-apply-for-air-force-paid-internships/> and <https://airforcestem.recsolu.com/external/requisitions/2PQiObatZu61IBKBuIVJ7A> )

* The conferences that the contractor shall participate in would be similar to National Society of Black Engineers (NSBE), Society of Hispanic Professionals and Engineers (SHPE), Society of Women Engineers (SWE), Great Minds in STEM (GMIS). This is not an all-inclusive list, just examples.
* A number of the centers have established affinity groups and communities of interest, additional the DAF has established MAJCOM Barrier Analysis Working Groups (MAJBAWGs). An excerpt regarding the MAJBAWGs can be found below:
  + To bridge the gap between Air Force and installation-level efforts, the Air Force Materiel Command has established a Major Command Barrier Analysis Working Group as part of ongoing efforts to drive greater diversity and inclusion across the enterprise.
  + The MAJBAWG will focus on anomalies found in civilian or military workplace policies, procedures, and practices that may serve as potential barriers to equal opportunity employment, and upon determining the root causes, they will help develop plans to eliminate them.  “This MAJBAWG is critical to our ongoing efforts to create a better, more diverse workplace,” said Arnold W. Bunch, Jr., AFMC Commander.
* The contractor shall work with these professional, and affinity groups as well as the MAJBAWGS to create and coordinate working relationships at alumni networks at various colleges and universities, and they could serve as an excellent resource for recruiting and mentorship.

### 2.6 Task 6. Implement Air Force Recruiter Presentations and Application Submission Clinics. The contractor shall create, schedule and conduct US Air Force Presentations concerning AF outreach and opportunities in the STEM field and work with Candidate Advocates regarding results for application submission. The contractor shall provide one or more presentations per month (maximum of three) to be facilitated for US Air Force Recruiters in each market. The market is defined as the regional school grouping as defined by the contractor. The schools are traditionally grouped by geographic proximity. The contractor shall provide one or more application clinics (maximum of two) per market per quarter. Additionally, more focused clinics for specific universities/ colleges may be needed.

### 2.7 Task 7. Outreach to STEM Focused Institutions and Third Party Organizations. The contractor shall target STEM focused institutions to mine for candidates and create alliances with third party organizations that provide supplemental STEM/Cyber training. The outcome of these efforts shall be documented in the monthly progress/status reports and in appropriate updates to the program plans specified in the PWS.

# SECTION III

## 3.0 SERVICE SUMMARY

The Contractor service requirements are summarized into performance objectives that relate directly to *mission essential items* The performance threshold briefly describes the minimum acceptable levels of service required for each requirement and will be assessed on an “Acceptable” or “Unacceptable” basis. These thresholds are critical to mission success.

| Performance Objective | PWS Paragraph | Performance Threshold | Method of Surveillance |
| --- | --- | --- | --- |
| SS – 1  Task 1, Develop Plans to Conduct Targeted Outreach | 2.1 A through D | Performance is acceptable when the developed program plans for diversity STEM outreach increase by 1% in the number of diverse AF STEM candidates, to be measured bi-monthly (on the final day of the month). | 100% Surveillance |
| SS – 2  Program Management Plan (PMP) | 2.1 A | Performance is acceptable when PMP is provided detailing pilot run of program NLT 60 days following the period of performance start date. Additionally it is expected that the PMP will be updated each year NLT 60 days after each subsequent option year’s period of performance start date. | 100% Surveillance |
| SS – 3  Student Centered Strategic Marketing Plan | 2.1 B | Performance is acceptable when a marketing plan is provided that details unique opportunities for outreach taking into consideration the DAF STEM interest NLT 120 days following the period of performance start date. This also applies to each subsequent option year. | 100% Surveillance |
| SS – 4  Candidate Outreach Plan and Reports | 2.1 C | Performance is acceptable when the initial candidate outreach plan is provided NLT 60 days following period of performance start date. In addition, end of status reports month (to be furnished by COB on the last business day of each month) are expected for the duration of the award. | 100% Surveillance  Candidate advocate feedback – advocates will be trained on how to fill out/ submit feedback if necessary. |
| SS – 5  Diversity Marketing Plan | 2.1 D | Performance is acceptable when a diversity marketing plan is provided NLT six month following the period of performance start period. In addition, this plan will be updated on a yearly basis for each subsequent option year NLT six months following each period of performance start date. | 100% Surveillance |
| SS – 6  Task 2, Create, Schedule and Present OD&I Presentations to Interest Groups | 2.2 | Performance is acceptable when standardized templates for outreach to interest groups are provided NLT 120 days from the period of performance start date. | Periodic Surveillance  Feedback from interest groups |
| SS – 7  Task 3, Progress Assessments and Program Status | 2.3 | Performance is acceptable when progress reports are provided at the end of each month (by COB on the last business day of each month). | 100% Surveillance |
| SS – 8  Task 4, Create Outreach Web Page | 2.4 | Performance is acceptable when a webpage is delivered NLT 120 days after period of performance start date. | Periodic Surveillance |
| SS – 9  Task 5, Intern Placements and Plan | 2.5 | Performance is acceptable when intern program management and implementation plan is provided NLT 6 months from the period of performance start date. Additionally, it is expected that the contractor will achieve a minimum of 50 intern placements. Plan will be updated yearly NLT 6 months from period of performance start date for each subsequent option year. | Periodic Surveillance |
| SS – 10  Task 6, Implement Air Force Recruiter Presentations and Application Submission Clinics | 2.6 | Performance is acceptable when recruiter presentations are provided quarterly starting on the first Monday of the third month following the period of performance start date, then every 90 days thereafter. Presentations will continue for each subsequent option year. | Periodic Surveillance |
| SS – 11  Task 7, Outreach to STEM Focused Institutions and Third Party Organizations | 2.7 | Performance is acceptable when contractor reports current relationships NLT 30 days following period of performance start date, and successfully creates two new relationships each month thereafter. Updates provided as part of monthly progress report. | Periodic Surveillance |
| SS – 12  Staffing of Contractor Personnel | 6.10.1 | Contractor shall provide a stable workforce, throughout the duration of the contract, by maintaining a 15% or less employee turnover rate. No positions shall remain vacant for more than 5 working days. | Periodic Surveillance |

# SECTION IV

## 4.0 DELIVERABLES

The Contractor shall provide deliverable(s) in a format mutually agreed upon by the Government and the Contractor.

The following enumerated deliverables are not expected to change. Due Date intervals are not expected to change but actual dates may need to be revised depending on actual contract start date. Days are calendar days unless otherwise specified. Deliverables due on dates falling on a holiday or weekend shall be due on the next Government business day.

| DELIVERABLE | PWS PARA | DUE DATE | DELIVERY |
| --- | --- | --- | --- |
| Quarterly Application clinic | [2.](#_2.0_Task_Descriptions)6 | Quarterly (NLT 5th business day of each 3rd month) | Inclusion in monthly status report |
| Monthly recruiting presentation (s) and Outreach presentations | 2.2 | Monthly (NLT 5th business day of each month) | Inclusion in monthly status report |
| Outreach Web Page and document depository | 2.4 | 120 days after contract award | Populated Draft Web Page/SharePoint site on the AF Portal |
| Candidate Outreach Plan and Annual Report | 2.1C | 90 days after contract award | Inclusion in monthly status report |
| Student Centered Strategic Marketing Plan | 2.1B | 90 days after contract award. | By email to the COR in Microsoft Word format |
| Monthly Status Report | [2.3](#_2.0_Task_Descriptions) | 5th business day of each month | By email to the COR in Microsoft Word format |
| Meeting Minutes/Reports | [2.3](#_2.0_Task_Descriptions) | No Later than (NLT) one  (1) business days after the meeting | By email to the COR in Microsoft Word format |
| Program Management Plan (PMP) | 2.1, 2.5 | NLT 60 days after contract award | By email to the COR in Microsoft Word format |
| Kickoff Meeting Agenda | [6.2](#_6.2__Kickoff) | NLT 3 days after contract award | By email to the COR in Microsoft Word format |
| Transition-In Plan | [6.3](#_6.3_Transition-In_Plan) | Submitted at Kickoff Meeting | By email to the COR in Microsoft Word format |
| Transition-Out Plan | [6.4](#_6.3__Transition-Out) | NLT 90 days prior to contract expiration | By email to the COR in Microsoft Word format |
| Quality Control Plan | [6.5](#_6.4__Quality) | Submitted at Kickoff Meeting and option exercise. | By email to the COR in Microsoft Word format |
| Trip Reports | [6.9.5](#_6.8__Travel) | 5 Days after completion of TDY | By email to the COR in MS Word IAW AFH 33-337 (T&Q) |
| Employee List | 6.10.2 | Upon Request | By email to COR in MS Excel |

# SECTION V

## 5.0 GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, MATERIAL, INFORMATION, OR SERVICES

### 5.1 Government Furnished Property, Equipment, Material, Information, or Services. The Government will not furnish property or services for this requirement.

### 5.2 Contractor Acquired Property. The contractor will not be required to acquire any property.

# SECTION VI

## 6.0 GENERAL INFORMATION

### 6.1 Scheduling Concerns.

6.1.1 Duty Hours. The Contractor shall have access to Government facility five days per week, Monday through Friday, eight hours a day, except when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings, unless otherwise approved. Contractor personnel are expected to conform to customer agency normal operating hours; however the Contractor may be required access to Government facility outside of duty hours based on the customer agency’s needs. As a baseline, Contractor personnel shall work 8 hours per day, 40 hours per week. Compensatory time arrangements are permissible for temporary spikes in worktime; but overtime pay is prohibited without COR and CO approval. Federal Holidays shall be observed in accordance with Office of Personnel Management policy.

6.1.2 Core Duty Hours and Base Shutdown/Inclement Weather. Core duty hours are 0800 - 1600, Monday through Friday (excluding federal holidays). The Contractor shall follow guidance of the installation containing their place of performance to determine reporting schedules whether due to a base closure or inclement weather. The website for guidance regarding status of performance for work to be performed in the National Capital Region (NCR) is <http://www.opm.gov/status/>.

### 6.2 Kickoff Meeting/Orientation Meeting

6.2.1 The Contractor shall schedule and coordinate a Project kick-off Meeting no later than (NLT) five (5) calendar days after contract award at the location approved by the Government. The meeting will provide an introduction between the Contractor personnel and Government personnel who will be involved with the contract. The meeting will provide the opportunity to discuss technical, management, and logistic issues; travel authorization; communication process between Government and Contractor; and reporting procedures. At a minimum, the attendees shall include key Contractor personnel, SAF/DI, key Government representatives, and the COR. The Contractor shall provide a Kick-Off Meeting Agenda that will include, but not be limited to, the following.

• Introduction of personnel

• Overview of project tasks

• Review of organization (complexity)

• Schedule (shows major tasks, milestones, and deliverables; planned and actual start and completion dates for each)

• Communication Plan/lines of communication overview (between both Contractor and Government)

• Discussion of draft Program Management Plan (PMP)

• Travel notification and processes

• Government-furnished information (GFI)

• Security requirements (Building access, badges, Common Access Cards (CAC))

• Analytical Support Status Accreditation (ASSA) Documentation

• Invoice procedures

• Monthly meeting dates

• Reporting Requirements, e.g. Monthly Status Report (MSR)

• POCs

• Roles and Responsibilities

• Overview of incoming Transition Plan to include process, timeframes, and status

• Prioritization of Contractor activities

• Any initial deliverables

• Other logistic issues

• Quality Control Plan (QCP)

• Sensitivity and protection of information

• Additional issues of concern (Leave/back-up support)

6.2.2 The Contractor shall provide a draft copy of the agenda NLT 3 days after contract award for review and approval by the COR prior to finalizing. The Government will provide the Contractor with the number of participants for the kick-off meeting and the Contractor shall provide sufficient copies of the presentation for all present.

6.2.3 The Kickoff Meeting location will be held at the Government’s facility or another designated location and the date and time will be mutually agreed upon by both parties.

### 6.3 Transition-In Plan

6.3.1 The Contractor shall provide a Transition-In Plan at the Kickoff Meeting, the plan shall facilitate the accomplishment of a seamless transition. The Contractor shall identify how it will coordinate with the Government personnel to transfer knowledge regarding the following:

• Project management processes

• Points of contact

• Location of technical and project management documentation

• Status of ongoing technical initiatives

• Transition of key personnel

• Schedules and milestones

• Actions required of the Government

• Coordination of IT related programs, issues

6.3.2 The Contractor shall also establish and maintain effective communication with Government personnel for the period of the transition via weekly status meetings per the COR’s direction.

### 6.4 Transition-Out Plan

6.4.1 The Contractor shall provide a Transition-Out Plan NLT than 90 calendar days prior to expiration of the contract. The plan shall facilitate the accomplishment of a seamless transition from the incumbent to and incoming Contractor (if applicable). In addition, the Contractor will continue to accomplish all tasks as outlined in the contract during this period. The Contractor shall identify how it will coordinate with the incoming Contractor and Government personnel to transfer knowledge regarding the following:

• Project management processes

• Points of contact

• Location of technical and project management documentation

• Status of ongoing technical initiatives

• Transition of key personnel

• Schedules and milestones

• Actions required of the Government

• Coordination of IT related programs, issues

6.4.2 The Contractor shall also establish and maintain effective communication with the incoming Contractor and Government personnel for the period of the transition via weekly status meetings.

6.4.3 Current employees under this contract may be interviewed for possible employment by a succeeding Contractor; however, the Contractor will have the first right of refusal. The current Contractor will release any employee who chooses to be employed by a succeeding Contractor. The current Contract will assist by orienting assigned employees of the succeeding Contractor during the last ## days of the period of this contract, if so directed by the CO. The Government shall make available to such employees existing Government Furnished Property listed under Section V of this PWS. Items that are not accountable, such as desks, chairs, telephones, and other normal office equipment and office supplies during the orientation period, will only be transferred to the incoming Contractor if items were solely purchased by the current Contractor’s company.

### 6.5 Quality Control.

6.5.1. Quality Assurance. The Government shall rely on the Contractors’ existing quality assurance system as the method to ensure that the requirements of the contract and performance thresholds are met; however, the Government reserves the right to monitor and evaluate the quality of services provided and compliance with the contract terms and conditions at any time.

6.5.2. Quality Control Plan (QCP). The Contractor shall develop and maintain an effective quality control program to ensure services are performed IAW this PWS, applicable laws and regulations, and best commercial practices. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services with special emphasis placed on those services listed in this PWS. The Contractor’s quality control program is the means by which it assures itself that the work complies with the requirement of the contract.

### 6.6 Emergency Operations/Mission Essential Personnel.

6.6.1. Continuation of Essential Contractor Services during Crisis. All services in this PWS HAVE NOT been defined or designated as essential services for performance during crisis IAW DFARs 252.237-7023, “Continuation of Essential Contractor Services.”

### 6.7 System for Award Management (formerly CMRA)

6.7.1 The Contractor shall report ALL labor hours (including subcontractor labor hours) required for performance of services provided under this contract via the System for Award Management data collection site. The Contractor is required to completely fill in all required data fields at: http://www.SAM.gov. Reporting inputs shall be for the labor executed during the period of performance for each Government fiscal year (FY), which runs 1 October through 30 September. The UIC for AFDW is FF16M0. While inputs may be reported anytime during the FY, all data shall be reported not later than 31 October of each calendar year. The Contractor may direct questions to the System for Award Management help desk.

6.7.2 Subcontractor Input in System for Award Management: Prime Contractors are responsible to ensure all subcontractor data is reported. Subcontractors will not be able to enter any data into System for Award Management, but will enter their information into a Bulk Loader spread sheet available from the System for Award Management helpdesk. Subcontractor shall fill in columns A-C then return it to the System for Award Management helpdesk after it's completed and a technician team will enter the information into System for Award Management.

### 6.8 Security Instructions

6.8.1 Physical Security. The Contractor shall safeguard all Government property, documents and controlled forms provided for Contractor use and adhere to the Government property requirements contained in this contract. At the end of each work day, all Government facilities, equipment, and materials shall be secured by a Government POC. Contractors are not allowed to secure Government facilities, equipment, and materials.

6.8.2 Access Control. The Contractor shall establish and implement methods of ensuring that no building access instruments issued by the Government are lost, misplaced or used by unauthorized persons. Access codes shall not be shared with any person(s) outside the organization. The Contractor shall control access to all Government provided lock combinations to preclude unauthorized entry. The Contractor is not authorized to record lock combinations without written approval by the Government COR. Records with written combinations to authorized secure storage containers, secure storage rooms, or certified vaults, shall be marked and safeguarded at the highest classification level as the classified material maintained inside the approved containers.

6.8.3 Pass and Identification Items. The Contractor shall ensure the pass and identification items required for contract performance are obtained for employees and non-government owned vehicles.

6.8.4 Retrieving Identification Media. The Contractor shall retrieve all identification media, including vehicle passes, from employees who depart for any reason before the contract expires.

6.8.5 Traffic Laws. The Contractor and its employees shall comply with base traffic regulations.

6.8.6 Weapons, Firearms, and Ammunition. Contractor employees are prohibited from possessing weapons, firearms, or ammunition, on themselves or within their Contractor-owned vehicle or privately-owned vehicle while on Pentagon Reservation or any other military facility.

6.8.7 Communications Security (COMSEC). Contractors may require access to COMSEC information on Air Force installations. The Contractor shall not require a COMSEC account. Access shall be controlled by the sponsoring agency. Access to COMSEC material by personnel is restricted to US citizens holding final US Government clearances. Such information is not releasable to personnel holding only reciprocal clearances. If it is determined the Contractor is required to access COMSEC information, the necessary training information and courses shall be provided by the COR. The DD Form 254 shall give further instructions on safeguarding and managing COMSEC material.

6.8.8 Contractor Identification. All Contractor personnel shall wear the Air Force issued Common Access Card at all times when away from their immediate work area so as to distinguish themselves from Government employees. When conversing with Government personnel during business meetings, over the telephone or via electronic mail, Contractor personnel shall identify themselves as a contractor to avoid situations arising where sensitive topics might be better discussed solely between Government employees. Contractors shall identify themselves on any attendance sheet or any coordination documents they may review. Electronic mail signature blocks shall identify their company affiliation. Where practicable, contractors occupying collocated space with their government program customer should identify their work space area with their name and company affiliation or as a minimum “Contractor” after name.

6.8.9 Drug, Tobacco, and Alcohol Use Policy. The consumption of alcoholic beverages or illegal drugs by contractor personnel, while on duty, is strictly forbidden. Contractor shall immediately remove any employee who is under the influence of alcohol or drugs.

### 6.9 Travel

6.9.1 Local Travel. Local travel to attend meetings or events may be required at no cost to the Government. Travel within the National Capital Region commuting vicinity is considered a cost of doing business and shall not be separately reimbursed.

6.9.2 CONUS Travel: Prior to travel, the Contractor shall coordinate with, and receive approval from, the COR at least 10 business days prior to trip.

6.9.3 OCONUS Travel: Unauthorized.

6.9.4 Further guidance for Contractor travel can be found at <https://www.defensetravel.dod.mil/site/faqctr.cfm>.

6.9.5 Trip Reports: Following each trip, the Contractor shall prepare and deliver Trip/After Action Reports to the COR IAW AFH 33-337. The trip report shall be completed in accordance with SAF/DI guidance.

### 6.10 Employee Accountability & Turnover

6.10.1 Staffing of Contractor Personnel. Contractor shall provide a stable workforce, throughout the duration of the contract, by maintaining a 15% or less employee turnover rate. No positions shall remain vacant for more than 5 working days. The government shall not be billed for positions left vacant over 5 working days unless the vacancy is due to government delay and otherwise approved by the CO.

6.10.2 List of Employees. The Contractor shall maintain a current listing of employees assigned under this contract and define who key personnel are. The list shall include the employee's name, and level of security clearance. The list shall be validated and signed by the company Facility Security Officer (FSO) and provided to the Contracting Officer, Program Manager, and Servicing Security Activity. An updated listing shall be provided upon request.

6.10.3 Contractor professionalism. The contractor shall:

* Present a professional appearance and maintain professional demeanor and conduct at all times.
* Conduct their work assignments IAW project schedules
* Function effectively and efficiently during extended periods of high pressure and stress.
* Function as an integral member of a team of highly trained professionals responsible for the safety and security of USAF personnel and resources.

### 6.11 Miscellaneous Paragraphs.

6.11.1 Freedom of Information Act (FOIA). All official Government records affected by this contract are subject to the provisions of the FOIA (5 U.S.C. 552/DoD 5400.7-R/AF Supplement). Any request received by the Contractor for access/release of information from these records to the public (including Government/Contractor employees acting as private citizens), whether oral or in writing, shall be immediately brought to the attention of the CO for forwarding to the XX FOIA Manager to ensure proper processing and compliance with the Act.

6.11.2 For Official Use Only (FOUO). The Contractor shall comply with DoD 5400-7-R, Chapter 4, DoD Freedom of Information Act (FOIA) Program requirements. This regulation sets policy and procedures for the disclosure of records to the public and for marking, handling, transmitting, and safeguarding FOUO material.

6.11.3 Privacy Act. Work on this contract may require that personnel have access to information protected by the Privacy Act. Contractor personnel shall adhere to the Privacy Act, Title 5 of the U.S. Code, Section 552a and applicable agency rules and regulations when handling such information.

6.11.4 Records. All records created and received by the Contractor in the performance of this contract shall be maintained and readily accessible. Records shall remain the property of the Government.

6.11.5 Safety Concerns. The Contractor is solely responsible for compliance with OSHA standards for the protection of their employees. The Government is not responsible for ensuring that Contractors comply with “personal” safety requirements that do not present the potential to damage Government resources.

6.11.6 Project Policy. The Contractor shall comply with all industry standards. All work shall be done in accordance with all federal, local, and state laws and regulations.

6.11.7 Inherently Governmental Functions. The Contractor shall not perform inherently governmental functions as defined in the Federal Acquisition Regulation (FAR) Subpart 7.5 in relation to this PWS.

6.11.8 Ethics. The Contractor shall not employ any person who is an employee of the US Government if employing that person would create a conflict of interest. Additionally, the Contractor shall not employ any person who is an employee of the Department of the Air Force, either military or civilian, unless such person seeks and receives approval according to DoDD 5500-7, Joint Ethics Regulation.

6.11.9 Professional Appearance of Work Space. The Contractor shall keep work space areas neat and orderly and avoid conditions leading to safety violations.

6.11.10 Non-Personal Services. The Government shall not supervise or task Contractor employees in any manner that generates actions of the nature of personal services, or that creates the perception of personal services. It is the responsibility of the Contractor to manage its employees directly and to guard against any actions that are of the nature of personal services, or give the perception of personal services to the Government or to Government personnel. If the Contractor feels that any actions constitute, or are perceived to constitute personal services, it is the Contractor’s responsibility to notify the CO immediately. Non-personal Contractor services shall not be used to perform work of a policy/decision making or management nature.

# SECTION VII

## APPENDIX 1

### 1.0 DEFINITIONS, ABBREVIATIONS, AND ACRONYMS

Contracting Officer (CO). The duly appointed Government agent authorized to award or administer contracts. The contracting officer is the only person authorized to contractually obligate the Government.

Defective Service. A service output that does not meet the standard of performance specified in the contract for that service.

Government Furnished Property (GFP). Facilities, equipment, tools, supplies, parts, or any other items furnished for the concessionaire's use by the Government. A full list, if applicable, is in Section V.

Performance Threshold. The minimum performance level of a performance objective required by the Government.