# 3.0 Management Approach

Understanding of Requirement. Effective Project Management requires resources dedicated to ensuring the smooth day-to-day execution of all elements established by the performance objective for each specific set of tasks. AveningTech demonstrates our understanding of the requirements by presenting a thorough and overarching Program Management Plan. The PMP establishes the high-level management structure, roles and responsibilities and ultimate objectives; however, some task areas may require more specific project plans that include schedules, work breakdown structures, resource loaded networks, milestones and other measurable elements. Working directly with the COR will result in the identification of specific projects and documented plans to achieve success. Plans will include the identification of resources, budget allocation (if required) and schedule for completion.

# 3.1 Project Management

**Reliable Approach**. Our Project Management focus is on service delivery and customer satisfaction combined with overall program oversight and quality control. Our Program Manager’s Guidebook forms the foundation of our Program Management approach. This company policy and guide is consistent with the Program Management Institute PM Book of Knowledge (PMBOK). All or our projects are managed within our Guidebook framework and Program Management Plans that we establish for each project. Our PM is responsible for staffing, budgeting, scheduling, client interaction, reporting and issue resolution, and is the primary point of contact for the COR. They have authority over all program resources and is empowered to communicate and coordinate directly with the Government and any subcontractors. Our key project management personnel ensure efforts comply with all terms of our contracts, including ensuring staff training is up to date, security requirements are adhered to, and accurate invoices are submitted in a timely fashion. Our business success on other programs has historically been the result of a combination of technical expertise and relationship management performed between our senior management and Government counterparts.

**Task Management**. To support effective project execution, the management team uses a common computing infrastructure and collaborative toolset, including an internal SharePoint portal, to share project planning tools, work products, action items and documents. The SharePoint PM portal establishes a consistent file structure and tracking set for each project that we refer to as the Project Book. Our clients have access to this portal, which provides visibility into task order performance and metrics associated with staffing, cost and schedule. The PM monitors workload requirements and makes adjustments when necessary. Staff assigned to support our clients are provided with clear instructions and guidance that define the work to be accomplished and measures of success. We produce thorough, accurate, and timely status reports delivered in accordance with all contract requirements. Our PM ensures the COR, Contracting Officer, and other relevant government personnel are kept abreast of progress, plans, and issues in a timely manner. We coordinate training for project personnel IAW contractual requirements, which includes maintaining certifications for a compliant Information Assurance Work Force.

The on-site project manager (PM) is the principal point of contact. Tasks are controlled using Team AveningTech’s PMBoK-based methodology, Team AveningTech’s approach to project management is a hybrid, which implements our ISO-based Project Delivery Framework, consistent with Project Management Institute (PMI) best practices. The Team AveningTech project management approach is designed to provide repeatable results with proven management processes and plans covering schedule, budget, Earned Value Management (EVM), risk, resource management, change management, and communication. Our framework is compliant with CMMI Level 3 for project/task management and uses Team AveningTech’s standardized Project Management Plan (PMP) template, which is followed to plan, monitor and control the work, and meets the specific requirements of this task order. We integrate our delivery framework and tailor it to our client’s project planning requirements and existing practices to consistently deliver projects on time and within budget.

**Adherence to Schedules**. Our formal, well-established project management process addresses preliminary planning through closeout to develop the overall skill mix, level of effort, specific tasks, and define the overall performance objectives. Upon award, Our PM schedules a kickoff meeting with the project team and client stakeholders to review goals, objectives, roles, responsibilities, requirements, deliverables, milestones, schedule, budget, assignment parameters, and success factors for each engagement. Based on input from this initial meeting, the PM adjusts the overall staffing plan and tailors our tools to enable the optimal labor mix for the task. Projects undergo regular Internal Program Reviews to ensure quality of services, compliance with standards and instructions, and that efforts meet or exceed all performance standards and objectives. To support effective contract and task order execution, the management team uses a common computing infrastructure and collaborative toolset, including an internal SharePoint portal, to share project planning tools, work products, action items and documents. Staff assigned to support our clients are provided with clear instructions and guidance that define the work to be accomplished and measures of success. We coordinate training for project personnel IAW contractual requirements, which includes maintaining certifications for a compliant Information Assurance Work Force.

**Documentation and Customer Notification**. On a monthly basis, and on the 15th workday of the month, our PM will provide the Contractor’s Progress, Status, and Management Report. Our monthly report will provide a comprehensive and thorough picture of our status. Our report will include financial tracking, narratives of the work completed by the AveningTech/BWI Team during the reporting period, a description of significant events and/or issues, and upcoming/anticipated work for the following period(s). Our report will also cover results of scheduled inspections and contractor employee status (incoming/outgoing as well as any relevant training and certification updates). We will provide updates to the Bill of Material (BOM) and all pertinent service call information. The Contractor’s Progress, Status, and Management Report will be comprehensive, but we will ensure that no information included in the report is a surprise to the government; our PM will ensure proactive, honest, and timely communication with the government on any and all issues (significant or insignificant) far before the official report is delivered on the 10th workday of the month. Our PM will ensure that the COR is abreast of all pertinent contractor reporting content on an ongoing basis; our monthly report will simply codify the information for official record.

**Ability to Perform Successfully**. Employing our Project Delivery Framework, Team AveningTech will ensure successful completion of milestones and deliverables for Task Orders. Team AveningTech has embraced a company-wide delivery methodology and practices continuous process improvement and the lessons learned from each Team AveningTech project are reflected in successive evolutions of the delivery framework. Our on-line project management portal will be a repository for all task order directives, draft deliverables, schedule management, and other tools to support execution of the government’s requirements.

# 3.2 Personnel Management

In order to ensure continuous operation of ONR networks, systems, and applications, we engage fully qualified, cleared and certified technical experts — and then we empower them so they want to be retained. AveningTech understands that personnel management requirements are distinct from process or technology requirements. We understand the criticality of ensuring the right people with the right skills are placed in the right positions. To ensure this, our Program Management staff evaluate, monitor, and encourage performance to ensure that technical team possesses the skills and experience address all aspects of the PWS.

**Approach to Turnover and Attrition**. The processes we use to identify and retain key and non-key personnel are components of our PMO standard operating procedures (SOP). AveningTech 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. AveningTech employs a structured process that we call “Talent Pipelining.” In this process, we identify prospective candidates based on our expectation of potential future requirements, often as much as a year in advance. We evaluate, often sponsor for clearances, mentor, and provide training materials to prepare them for certification testing, reimburse for test fees and pre-qualify them for specific labor categories and/or positions. In this way, we’re able to query our database and select candidates who are virtually ready to start work with us with an average of 2 weeks’ notice.

**Length of Time to Hire**. When an employee move on, and we face the need to fill a vacancy on short notice, AveningTech targets a two-week maximum for backfilling the position. Historically, we have been successful with this target, filling positions across the continental U.S., Alaska, Hawaii, and in remote locations, including Guam, Japan, and South Korea. Our Talent Pipelining process evolved because we often identify 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.

We have the ability to complete instant background checks and our hiring managers are empowered to make immediate commitments to qualified candidates as long as compensation requests fall within pre-established ranges. We understand candidates 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 their professionalism, sense of responsibility, and ethics.

**Incumbent Capture**. The AveningTech/BWI Team’s staffing approach for this effort is based on an anticipated 90% incumbent capture. Immediately upon award, we will interview each incumbent staff member to assess each employee’s compliance with his or her respective position’s personnel qualification requirements. Each qualified, interested and available incumbent will be offered right of first refusal IAW FAR 52.222-17, Non-displacement of Qualified Workers, to capture the experience, decrease transition risk, and minimize startup training costs. Our Transition Team will coordinate with the Government to set hiring priorities. In the event incumbent staff decide not to remain on the contract or are deemed unqualified based on non-compliance with personnel qualification requirements or substandard performance, we will initiate the hiring process for replacement candidates that have been identified as part of our “Talent Pipeline” of candidates during pre-award planning.

During transition, we evaluate team skills and perform an analysis to identify any skills gaps on the program, as well as to identify critical skills that rely on ONR operations or other specialized knowledge. Through our knowledge of the ONR IT Services program, and our examination of RFP documents, we determined that there are set range of specific skills required to execute the program. This plan addresses: Cross training for backup; Avoidance of single points of failure; Succession planning; and Career growth mapping that helps addresses ONR’s need for new skills. During initial on-boarding and throughout employment with AveningTech, supervisors and managers meet with employees to discuss career progression and advancement and develop strategies that include achievement of additional and higher-level certifications. Based on the individual needs and the development plan, we provide each individual with opportunities for professional development and growth, consisting of job shadowing, on-the-job training (OJT), mentor/mentee relationships, rotational assignments, continuing education, cross training, and pursuit of professional certifications that are of value to sustainment of ONR performance.

**Skillset Certification and Continuing Education are Only Part of Our Comprehensive Benefits**. To maximize continuity and skill level, we require our staff to stay current in applicable certifications required for their role on the ONR contract and obtain required training for their career area. Our focus in this area bolsters technical proficiency, improves retention, and leads to stable and effective performance. Through the program and individual training plans, our staff will have the required IT certifications as outlined in PWS Section XYZ Our contract staff obtain and/or maintain the technical and professional certifications for the functions they perform, such as list required certs here as examples..

Managing the talent lifecycle, which consists of proactive identification, hiring, and development of high-performing personnel is essential to the successful delivery of the program. The AveningTech/Blackwatch Team brings fresh leadership, innovative ideas, and a commitment to keep our workforce trained in the latest technologies deployed within the ONR environment. To sustain and improve our technical staff, the AveningTech/Blackwatch team makes use of: Backup/succession planning to minimize the impact of vacancies or absences; Career development and technical training to keep skills in line with ONR requirements; Skill upgrades based on evolving ONR technologies, such as Cloud, wireless communication, and active aperture engineering; Innovative processes and techniques, such as Agile and DevOps; and Competitive pay and benefits relative to the marketplace and skill demands.

Training is scheduled so as not to interfere with work performance or deadlines so that ONR can continue to meet their mission critical goals. Any training that requires an employee to be absent during normal work hours is scheduled and approved in advance with ONR. The PM provides a summary of the planned training, how it benefits contract performance, and the steps to be taken to make certain that the activities performed by the employee are fully supported in their absence.

**IA Work Force Certification**. 100% of AveningTech technical staff members meet or exceed the qualifications required by their specific position on each of our contract efforts. Many of our employees are actively pursuing advanced certifications in preparation for consideration for promotion or transition into other positions. AveningTech currently employs over 80 full-time technical staff, all of whom possess current IAT/IAM certifications including A+, Network+, Security+, CASP, CISM and CISSP. In addition, many of our employees hold technical and process certifications, including MCSE, MCSA, MTA, MCITP, CCNA, CCNP, CCDP, VCP, ITIL, PMP and Lean Six Sigma. In all cases, current certifications are required by contract, and our corporate administrator maintains a database and tracking tool and provides reminders to employees whose certifications are within 90, 60 and 30 days of expiration. We reimburse costs associated with certification renewal, continuing education (CE), and pursuit of new certifications.

Another benefit of AveningTech’s history of providing technical support to various Government agencies is our proven ability to properly vet candidates for proficiency, personality, so as to make a “best fit” for 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 candidate database enables 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.

AveningTech offers our employees competitive compensation packages, providing our employees paid time off of up to three weeks of vacation and 10 paid Federal holidays; medical, dental, vision, short- and long-term disability, life insurance, flexible spending, and retirement benefits that are commensurate with those provided by Fortune 500 companies. Our growth and stability can be attributed in part to our ability to attract and retain highly skilled and cleared technical experts, which we continue to do on support services including those for PACAF C5ISRO and the Next Generation Enterprise Network (NGEN), a major Navy IT contract. We are viewed by our prime contractors and the on-site customers as a low-risk contractor due to our success with identifying and retaining highly skilled personnel for difficult to fill positions, and recently learned that among their other subcontractors, AveningTech has the highest employee retention rate on both of these programs.

# 3.3 Financial Management

AveningTech’s approach to financial management starts with clear, consistent and enforced policy in our company Accounting Manual and addendums: 01-01 Billing Policy, 01-02 Direct Cost Policy, 01-03 Indirect Cost Policy, 01-04 Unallowable Cost Policy, and 01-05 Record Retention Policy. These policies are founded on GAAP and provide detailed guidance in accordance with FAR Part 30, Cost Accounting Standards. Our accounting system, Intuit QuickBooks augmented with ICAT, a DCAA compliant cost accounting and reporting module allows us to accurately track and direct and indirect costs segregated by project and contract, including down to WBS elements if required. This enables Accurate, Clear, and Timely Invoicing. Employees are required to record all project time on a daily basis. Time cards are submitted and all project time is uploaded into the accounting system on a weekly basis.

All direct project costs and indirect costs are collected and totaled monthly and reviewed by the project PM and company management before costs are invoiced in accordance with contract requirements. This benefits the government through Cost Containment and Accurate Forecasting. In addition to the standard accounting procedures, our Program Management process includes development of project Cost Schedule Control Plans (CSCP), which provides the foundation for cost containment and forecasting. Our accounting staff — the CFO and accounting assistant, are both trained in Wide Area Workflow and ensure that accurate invoices are submitted via the system as required by the contract, so that AveningTech can supply Trend Analysis and regular Frequency of Reporting.

The CSCP is developed immediately on contract award and represents a detailed, time-phased spend plan for the entire contract performance period. Every resource — labor hours by individual, subcontractor time, known travel, other direct costs and materials are included in the plan. Holidays and estimated vacation time are also planned. The CSCP starts with the project baseline at kickoff and is updated throughout performance at the close of every two-week pay period so Actual Cost of Work Performed can be compared to the baseline Budgeted Cost of Work Performed and variances calculated. Estimates at Completion are compared to Budgeted at Completion and variances are analyzed to determine if they represent a trend that must be remediated to return to budget estimates or if the project Budgeted at Completion must be adjusted (re-baseline the project).

# 3.4 Distribution of Tasks Among Team

Placeholder for matrix showing distribution of tasking. Perhaps reference notation under each task that shows work distribution?

# 3.5 Continuation of Essential Services

AveningTech recognizes the challenges that may be faced in providing essential service during crises that may limit access to normal work locations and resources. Weather, disease pandemics, terrorist operations, natural disasters, attacks from nation states — both cyber and kinetic, and other unforeseen circumstances can seriously impede or halt normal operations in the absence of planned mitigation for such events. AveningTech will coordinate with the Government to understand and/or develop options for offsite work or work in alternate Government COOP sites. If COOP sites or work from home options have already been developed, this mitigation approach can be implemented within hours. The AveningTech/BWI team has a large, cleared population of technical employees in the northern Virginia region that may be reassigned temporarily in the time of crisis to continue essential operations if our employees assigned to ONR are incapacitated or otherwise unable to carry out their normal tasking. Coordinating with the Government for required security access, these employees may be available within 24 hours’ notice in a crisis. We can place available candidates on the job within hours to days depending on the flexibility of the candidate to start work. AveningTech maintains recall rosters for all of our personnel. We are a small, agile company and can be in telephone, email, or SMS contact with essential personnel immediately to develop a crisis mitigation and response plan.

An important consideration in ***Continuation of Essential Services*** is implementing a COOP that is coordinated with the Government. The AveningTech plan includes system backups, alternate facility identification and preparation — before a crisis erupts, we put in place fail over systems and a work from home plan for essential personnel. Work from home infrastructure and processes must be in place and exercised/rehearsed before a crisis is confronted. VPN/s/secure access and trusted equipment must be available and checked out to key personnel before a crisis and wireless access must be part of the consideration. It must be understood that even with alternate facility identification, it may not be possible for employees to travel to an alternate facility in a crisis. Considering a work-from-home crisis alternative as an adjunct to alternate facility identification provides in-depth defense and even tactical dispersion of personnel to continue essential services.

Our (draft) Mission-Essential Contractor Services Plan is provided as Attachment XX.