

SAMPLE PWS FOR HRC MEO
PERFORMANCE WORK STATEMENT
Human Resources Command (HRC)

1. **Contract No.** HRSOLUTIONS WILL COMPLETE
2. **Requisition No.** HRSOLUTIONS WILL COMPLETE
3. **Amendment No.** N/A
4. **Scope.** This task order requires that the contractor...**INSERT LANGUAGE THAT DESCRIBES THE TASK. IDENTIFY PRIMARY OBJECTIVES SUCH AS**
 - High quality, timely and efficient transition services to all eligible soldiers and their family members, and
 - Accuracy of documentation.

This requirement is within the scope of Section C paragraphs.... **ONCE THE WORK BREAKDOWN STRUCTURE IS IDENTIFIED THIS PARAGRAPH WILL REFERENCE APPROPRIATE SECTIONS OF THE BASIC CONTRACT. HRSOLUTIONS WILL COMPLETE.**

5. **Background.** **INSERT LANGUAGE THAT BRIEFLY DESCRIBES THE BACKGROUND THAT ESTABLISHES THE REQUIREMENT.**
6. **Applicable Documents.** **IDENTIFY AND LIST REGULATORY GUIDANCE THAT IS GERMANE TO THE TASK (distinguish between mandatory and “for reference only” as appropriate....)**
 - a. **INSERT DOCUMENT LIST**
7. **Tasks.** The contractor shall perform **(IDENTIFY FUNCTIONS)** in accordance with referenced Army regulations, policy directives, and any portion of the contractor’s proposed processes that are incorporated into this order.

7.1 **DESCRIBE PRIMARY TASKS TO BE PERFORMED. FOR TASKS THAT HAVE A PERFORMANCE OBJECTIVE AND MEASURABLE STANDARD IDENTIFY AS BELOW FOR 7.2.**

7.2 Performance Objective	Performance Standard
Conduct timely, thorough and accurate.....	Services for 100% of the soldiers and family members identified in the eMILPO Loss Roster

7.2.1 **DON’T PROVIDE “HOW TO’S” BUT DO PROVIDE ADDITIONAL “RELATED INFORMATION” IF APPROPRIATE**

SAMPLE PWS FOR HRC MEO

7.3 Performance Objective	Performance Standard
Maintain high quality services and document client satisfaction surveys	98% overall satisfaction rating of total survey volume

7.3.1 Prepare a quarterly client satisfaction analysis report that provides the Government with an evaluation of customer (client) satisfaction with services

7.4 Prepare the following reports:

7.4.1 Monthly Status Report the COR and the Functional Representative

7.4.2 Task order close out report.

7.4.3 Quarterly In Process Review (IPR) presentation summarizing task order progress against management baseline, quality control and performance objective/standard summary, and other issues/concerns.

7.5 Performance Requirements Standards. **THIS SUMMARIZES THE TASKS WITH IDENTIFIED OBJECTIVES/STANDARDS BUT ADDS THE MEASURES THAT WILL BE USED.**

Objectives	Measures	Standards
Conduct timely, thorough and accurate PWS 7.2	eMILPO Loss Roster	Services to 100% of the soldiers and family members identified in the eMILPO Loss Roster
Maintain high quality services and document client satisfaction surveys PWS 7.3	Client survey forms	98% overall satisfaction rating of total survey volume

8. **Level of Effort.** Based on past history, the Government estimates a level of effort (LOE) for this requirement as shown below. However, the contractor is encouraged to propose LOE consistent with their technical approach for accomplishment of all performance objectives/standards set forth in paragraph 7 above.

Senior Consulting Specialist..... 1,920
Research Support Specialist (2) 2,840
Financial Analyst (2) 2,840

SAMPLE PWS FOR HRC MEO

9. **Deliverables.** The contractor shall provide all deliverables identified in Section 7 of this PWS. Additionally, the contractor shall provide a Monthly Status Report to the Functional Representative. This report describes activities of those assigned to the project, problems encountered, actual or recommended corrective action, and a summary of funding activity. The Program Functional Representative will review all deliverables. Deliverables specific to this order:

Deliverable	Frequency	Medium/Format	Submit to
Monthly Report PWS 7.4.1	15 th business day each month	Electronically in MS Word Excel PowerPoint	COR Program Functional Representative
Quality Control Plan PWS 18	Within 30 business days of award	Electronically in MS Word Excel PowerPoint	COR Program Functional Representative
Client Satisfaction Summary Report PWS 7.3.1	At the close of each quarter	Electronically in MS Word Excel PowerPoint	COR Program Functional Representative
Close Out Report PWS 7.4.2	15 business days prior to task order end date	Electronically in MS Word Excel PowerPoint	COR Program Functional Representative

10. **Government Property and Furnished Information.** **The Government will provide all facilities, computer equipment, phone, fax, furniture, forms, and regulatory materials to support this requirement of operations. The Government will provide Information Management Office support.**
11. **Place of Performance.** **Human Resources Command (HRC), Alexandria, VA**
12. **Travel.** **The contractor may be required to travel in support of this requirement. However, travel has not been defined therefore the contractor shall assume a maximum of \$_____ in developing their cost proposals in line with their proposed processes. All travel shall be conducted in accordance with the Joint Travel Regulations (JTR).**
13. **Period of Performance.** **The period of performance will be 12 months from date of award.**
14. **Agency Support**

SAMPLE PWS FOR HRC MEO

Ms. Susan J. Harvey, Contracting Officer's Representative, (703) 602-2773, FAX (703) 602-2776, DSN Prefix 332; E-mail: susan.harvey@hqda.army.mil

Mr. William Upham, HRsolutions Program Office, (703) 602-3925, FAX (703) 602-2776, DSN Prefix 332; E-mail: william.upham@hqda.army.mil

MAJ Tom Ritchie, HRC Functional Representative, (703) 325-0683, E-mail: thomas.ritchie@hoffman.army.mil

15. **Inspections and Acceptance.** All reports must be approved by the COR.

16. **Security Requirements.** The contractor is responsible for safeguarding information of a confidential or sensitive nature. Failure to safeguard any classified/privileged information which may involve the contractor or the contractor's personnel or to which they may have access may subject the contractor and/or the contractor's employees to criminal liability under Title 18, section 793 and 7908 of the United States Code. Provisions of the Privacy Act apply to all records and reports maintained by the contractor. All programs and materials developed at government expense during the course of this contract are the property of the government. Contractor personnel shall be required to obtain and maintain security badges and adhere to the installation security requirements. **The performance of this requirement will require the contractor access to classified information. FAR clause 52-204-2, Security Requirements, as required by either FAR Subpart 4.404 (a) or FAR Subpart 4.404(d), whichever is appropriate. At the time that the solicitation is issued, it shall be accompanied by a Contract Security Specification, DD Form 254, in accordance with DoD Directive 5220.22-M, Department of Defense Industrial Security Manual for Safeguarding Classified Information, and any revisions, thereto, as well as Industrial Security Regulation DoD 5220.22-R. Failure to safeguard and classified/privileged information which may involve the contractor or/or the contractor's personnel or to which they may have access may subject the contractor and/or contractor's personnel to criminal liability under Title 18, section 793 and 7908 of the United States Code. Provisions of the Privacy Act apply to all records and reports maintained by the contractor. The contractor employees performing requirement are required to have a SECRET clearance. (IF REQUIRED A SIGNED DD254 WILL BE ATTACHED TO THE ORDER)**

17. **Common Access Card.** ALARACT 1740 dated 04 March 2002 provides guidance for the implementation and issuance of the Common Access Card (CAC) to all eligible government and contractor personnel throughout Army. The ALARACT requires that the DD Form 1172-2 (Application for Department of Defense Common Access Card (CAC) - DEERS Enrollment) be verified by the Contracting Officer, Contracting Officer's Representative, or a designated government representative. The Functional Representative for this order is the designated government representative authorized to verify and sign the DD Form 1172-2. The

SAMPLE PWS FOR HRC MEO

1172-2 should cite the contract and delivery order numbers identified on the contract award document, DD Form 1155.

18. **Quality Assurance.** The Contractor shall develop and maintain an effective quality control program in accordance with their approved Management Oversight Plan (MOP) to ensure services are performed in accordance with the PWS. The contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The contractor's quality control program is the means to assure that the work complies with the requirement of the contract. As a minimum, the contractor shall develop quality control procedures that address the areas identified in the Performance Requirements Summary (PRS) described in Section 7 of the PWS. [This shall include a customer satisfaction survey suitable to meet the performance standard requirements of paragraph 7.3 above.](#)

19. **Performance Assessment.** The Government will evaluate the contractor's performance under this contract in accordance with the Performance Assessment Plan (PAP) described in Attachment 1. This plan is primarily focused on what the Government must do to ensure that the contractor has performed in accordance with the performance standards. It defines how the performance standards identified in the PRS will be measured, by whom, the frequency of the surveillance, and the maximum acceptable defect rate(s).

20. **Technical and Cost Proposal.** The contractor shall submit their proposal on a **"CPFF"** basis. The contractor shall describe in detail how the performance objectives and standards described in Section 7 will be achieved and where these processes have previously been employed successfully. The contractor may propose changes to the PAP and the performance standards. The contractor must propose a level of effort for the positions identified in Section 8 sufficient to support the tasks identified in Section 7 of the PWS. The contractor shall indicate if the staffing is their employees, subcontractors or consultants. Any equipment, materials, or supplies required, differing from those covered in this task order, must be identified and detailed. This requirement will be awarded based on a **"best value trade-off"** determination using the factors described in Section H-7 (e) of the basic contract including past performance.

SAMPLE PWS FOR HRC MEO

Attachment 1

Performance Assessment Plan (PAP) Human Resources Command (HRC) Alexandria

Introduction

This Performance Assessment Plan (PAP) provides the basis for, and describes in general terms, how the government will evaluate and assess contractor performance on the **HRC-Alexandria** task order. The PAP is intended to be a living document that will be revised and modified as circumstances warrant. It is based on the premise that the contractor, not the government, is responsible for managing and ensuring that quality controls meet the terms of the contract.

Objectives

The PAP ensures that contractor performance is routinely monitored to assess performance measures such as accuracy, timeliness, completeness, safety, customer satisfaction, etc. For each measurable task identified in Section 7 of the Performance Work Statement (PWS), Performance Requirements Summary (PRS) documents have been developed that identify performance objectives, measures and standards that will be used to measure and assess contractor performance.

Procedures

The procedures for executing the PAP have been tailored to meet the requirements of this task order. Generally, however, standard steps that may be used in conducting an assessment under the PAP include:

- a. Pre and Post Award Planning and Teaming - requires that those performing the assessment functions gain a clear understanding of the task order, the PAP, the requirements of the PRS identified in Section 7 of the PWS, and the processes.
- b. Monitor Performance - requires that those performing the assessment are responsible for ensuring that contractor performance is IAW the basic contract and the PRS for this task order.
- c. Documentation - requires that those performing the assessment complete all required documentation to ensure that the record of the contractor's performance is full and complete.
- d. Liaison/Performance Reviews - requires that those performing the assessment maintain open lines of communications to ensure that contractor performance is fully and accurately recorded.

SAMPLE PWS FOR HRC MEO

- e. COR File Documentation - requires that the COR maintain a complete and accurate file of all contractor performance assessments addressing both deficient as well as exceptional performance.

Roles and Responsibilities

There are three principals that have overall responsibility for execution of the PAP and for the oversight of the assessments conducted IAW the PRS for this task order. These principles include:

Contracting Officer (KO) – Appoints the Contracting Officer's Representative (COR), has final responsibility for contractor performance assessment IAW FAR Part 42, non-conformance modifications IAW FAR 52.246-4, exercise of award options, and unilateral determinations of incentive fees.

Contracting Officer's Representative (COR) - Formally appointed by the KO, the COR is responsible for execution and oversight of the PAP. The COR will ensure that PRS documents are completed and that the PRS assessment results are properly documented and that appropriate actions are taken to correct any discrepancies or performance that is not within established standards.

Functional Representative – The **HRC-Alexandria** Functional Representative serves as the on-site representative who is in a position to directly observe and assess contractor performance measured against contract performance standards as defined in the PRS. Once a quarter the functional representative shall provide HRsolutions its input on performance assessment, documenting degree to which contractor has met performance standards/objectives, disagreement with any of the contractor's monthly reports, and any other issues/concerns. This may be done coincident with the quarterly In Process Review of the task order.

Methods of Assessment **SELECT METHOD(S) APPROPRIATE FOR THE TASK**

Random Sampling is a statistically based method that assumes receipt of acceptable performance if a given percentage or number of scheduled assessments. The results of these assessments help determine the government's next course of action vis-à-vis the contractor, if necessary, and whether adjustments in this method of assessment are necessary. If performance is considered marginal or unsatisfactory, the evaluators should document the discrepancy of finding and begin corrective action. If performance is satisfactory or exception, they should consider adjusting the sample size and sampling frequency. Random sampling is the most appropriate method for frequently recurring tasks. It works best when the number of instances is very large and a statistically valid sample can be obtained.

Periodic sampling is similar to random sampling, but it is planned at specific intervals or dates. It may be appropriate for tasks that occur infrequently. Selecting this tool to determine a contractor's compliance with contract requirements can be quite effective

SAMPLE PWS FOR HRC MEO

and it allows for assessing confidence in the contractor without consuming a significant amount of time.

Trend analysis should be used regularly and continually to assess the contractor's ongoing performance over time. It is a good idea to build a database from data that has been gathered through performance assessment. Additionally, contractor-managed metrics may provide any added information needed for the analysis. The database should be created and maintained by government personnel.

Customer feedback is firsthand information from the actual users of the service. It should be used to supplement other forms of evaluation and assessment, and it is especially useful for those areas that do not lend themselves to the typical forms of assessment. However, customer feedback information should be used prudently. Sometimes customer feedback is complaint-oriented, likely to be subjective in nature, and may not always relate to actual requirements of the contract. Such information requires thorough validation. See attachment 2 for sample "Customer Complaint Record" which may be used to collect customer feedback.

Third party audits refers to contractor evaluations that are completed by a third-party organization that is independent of the government and the contractor. All documentation supplied to, and produced, by the third party should be made available to both the government and the contractor.

Successful Performance and Remedies

The PAP is designed to ensure that not only deficiencies in contractor performance are identified and rectified, but that successful or exceptional performance is documented as well.

Deficiencies in contractor performance will be fully and accurately documented in the COR file to (1) identify the discrepancy, (2) record the steps taken to correct the discrepancy, and (3) detail the outcomes and disposition of the deficiency. Likewise, successful or exceptional performance will be recorded in the COR file and appropriate actions will be taken to recognize the contractor. See Attachment 3 for "Quality Deficiency Report DD Form 1715" sample, which may be used to document contractor deficiencies.

Acceptance Verification

The Government will not issue a receiving report accepting any services until all inconsistencies identified in performance assessments have been corrected/resolved.

Acronyms and Other Abbreviations

COR - Contracting Officer's Representative
HRC – Human Resources Command

SAMPLE PWS FOR HRC MEO

HRsolutions - Human Resource Solutions Program Office
KO - Contracting Officer
PAP - Performance Assessment Plan
PRS - Performance Requirements Summary

Definitions:

Performance Assessment Plan - describes how government personnel will evaluate and assess contractor performance. It is intended to be a "living" document that should be revised and modified as circumstances warrant. It is based on the premise that the contractor, not the government, is responsible for managing and ensuring that quality controls meet the terms of the contract.

Performance Requirements Summary - identifies the desired outcomes, performance objectives, performance standards and acceptable quality levels developed during the performance requirement analysis.

SAMPLE PWS FOR HRC MEO

Attachment 2 - DA 5477-R Customer Complaint Record

CUSTOMER COMPLAINT RECORD	
For use of this form, see AR 5-20; the proponent agency is OACSIM.	
DATE OF COMPLAINT	TIME OF COMPLAINT
SOURCE OF COMPLAINT	
ORGANIZATION	
INDIVIDUAL	
NATURE OF COMPLAINT	
CONTRACT REFERENCE	
VALIDATION	
DATE CONTRACTOR INFORMED COMPLAINT <i>(Responsible officer)</i>	TIME CONTRACTOR INFORMED OF COMPLAINT <i>(Responsible officer)</i>
ACTION TAKEN BY CONTRACTOR <i>(Responsible officer)</i>	
RECEIVED AND VALIDATED BY	
NOTE: () Used for in-house operation.	
DA FORM 5477-R, NOV 85	USAPA V1.01

Attachment 2

SAMPLE PWS FOR HRC MEO

5. CONTRACTOR'S REPLY <i>(QAR will attach separate reply to file copy of this form) (YYMMDD)</i>		
5A. TYPED OR PRINTED NAME OF CONTRACTOR REPRESENTATIVE <i>(Last, First, MI)</i>	5B. SIGNATURE	5C. DATE <i>(YYMMDD)</i>
6. STATEMENT OF VERIFICATION AND EVALUATION OF CONTRACTOR'S ACTION <i>(To be completed by Quality Assurance Representative):</i>		
6A. TYPED OR PRINTED NAME OF Q.A.R. <i>(Last, First, MI)</i>		
6B. SIGNATURE	6C. DATE <i>(YYMMDD)</i>	
7. STATEMENT OF FOLLOW-UP ACTION, WHEN NECESSARY		

Reverse of DD FORM 1715

USAPPC V1.00