

## PERFORMANCE WORK STATEMENT (PWS)

### United States Army Training and Doctrine Command (TRADOC) US Army Center of Excellence (USAICoE) Fort Huachuca, AZ

### Education, Doctrine, and Instruction for Intelligence Efforts (EDIF-IE)

## TASK ORDER (TO) – Requiring Activity

### Part 1

#### General Information

**1. General:** This is a non-personal service(s) contract under which the personnel rendering the service(s) are not subject, either by the contract's terms or by the manner of its administration, to the supervision and control usually prevailing in relationships between the Government and its employees.

**1.1 Description of Services/Introduction:** This is a non-personal service(s) contract to provide the United States Army Intelligence Center of Excellence (USAICoE) with research support, development support for instruction, instructional products, training innovation, and support to the lessons learned program.

**1.2 Background:** The Army's premier intelligence training institution is the US Army Intelligence Center of Excellence (USAICoE), located at Fort Huachuca, Arizona. USAICoE's primary mission is to provide comprehensive education, training and training support for US military, foreign military, and civilian personnel for intelligence-related military occupational specialties, additional skill identifiers, and professional development. To stay at the forefront of education and training, doctrine and training products must be continually researched, updated, interpreted, and disseminated throughout the intelligence community, on various platforms including digital, media, virtual, and hardcopy to provide the most accurate up to date policies, procedures, instruction, and mission focus.

**1.3 Scope:** The Contractor shall provide non-personal service to develop and maintain current and relevant training products, guidance and instruction through continued research and analysis of doctrine, policies, and training methodologies. The Contractor shall provide the technical expertise necessary to support the Requiring Activities (RA) in providing up to date information on Military Intelligence (MI) doctrine and associated documents, teachings, and methodologies, and developing products for dissemination. The Contractor shall perform to the standards and acceptable quality levels identified in this PWS and associated contract documents.

**1.4 Objectives:** The objective of this contract is to provide services as broken down into three High Level Function (HLFs) areas – HLF1 Research Support, HLF2 Product Development, and HLF3 Instructional Support. The Contractor shall provide support for the three High Level Tasks below and further explained in Section 5.

- **High Level Function 1: Research Support**  
The Contractor shall provide personnel to perform research support to RA's. This includes (but not limited to) traveling to various locations to collect data, holding interviews and after-action reviews (AAR), attending meetings and conferences, analyzing military papers, objectives, critical task lists, current instructional methodologies, doctrine, regulations, and the reviewing the newest technology.
- **High Level Function 2: Product Development**  
The Contractor shall provide personnel to perform a wide variety of product development in support of the RAs. Anticipated areas of support duties performed to satisfy the requirements shall include (but may be not limited to); creating training and doctrine material in multiple formats such as: multimedia, graphics, web design, virtual environments, publications, official briefs, white papers, reports. Create and maintain draft updates to doctrine and associated training publications, recording meeting minutes, and historical records.
- **High Level Function 3: Instructional Support**  
The Contractor shall provide personnel to perform Instructional oriented services in support of the RAs. Anticipated areas of support will include (but may be not limited to); instructing training methodologies, instructing on new product development usage, and updating and maintaining instructional related architecture and associated websites.

**The Following Paragraphs and their subparagraphs can be found in the BASE IDIQ. 1.5 through 1.5.3**

**1.5.4. Operating Hours:** The Government facility office hours, facility operating hours, and the Contractor support hour requirements often coincide, however, they may differ. Please refer to the following.

**1.5.4.1. Government Facility Office Hours:** The Government facility office hours are 0600-1800 Monday through Friday except U.S. Holidays identified in paragraph 1.5.3.1 above or when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings. Secure Compartmented Information Facility (SCIF) operating hours may differ based on security requirements.

**1.5.4.2. Government Facility Operating Hours:** The Government facility operating hours occur between the hours of 0600 to 1800, Monday through Friday. The Government facility is not open for operations during the recognized U.S. Holidays identified in paragraph 1.6.3.1 above. The Government facility may close due to local or national emergencies, administrative

closings, or similar Government directed facility closings and will be communicated by the COR to the Contractor.

**1.5.4.3. Contractor Support Hours:** The Contractor shall provide routine support during work hours Monday to Friday, 0600-1800. Contractor personnel shall be available during core work hours 0900 to 1430 or as established by the RA. The facility is closed during local or national emergencies, administrative closings, or similar Government directed facility closings. The Contractor shall always maintain an adequate workforce, for the uninterrupted performance of all tasks defined within this PWS when the Government facility is not closed for the above reasons. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce is essential. For other than firm fixed price contracts, the Contractor will not be reimbursed when the Government facility is closed for the above reasons.

**The Following Paragraphs and their subparagraphs can be found in the BASE IDIQ. 1.5.5 through 1.24**

## PART 2 DEFINITIONS & ACRONYMS

**2. General:** This section includes many of the terms and phrases used in this PWS

**2.1. Definitions:** Although not inclusive of every term used within this PWS, the following provides a list of definitions used throughout this PWS and commonly used in the acquisition field.

**Contracting Officer** – means a person with the authority to enter into, administer, and/or terminate contracts and make related determinations and findings on behalf of the Government. Note: The only individual who can legally bind the Government.

**Contracting Officer's Representative (COR)** – As defined in DFARS 202.101, means an individual designated and authorized in writing by the Contracting Officer to perform specific technical or administrative functions. DoD Instruction (DoDI) 5000.72, Part II Definitions states the following when defining a COR: “Defined in subpart 202.101 of Reference (f). Any individual delegated responsibilities pursuant to subpart 1.602-2 of Reference (e), regardless of local terminology, must be certified in accordance with this instruction. For example, local terminology can be COR, Contracting Officer’s technical representative, technical point of contact, technical representative, alternate COR, administrative COR, assistant COR, line-item manager, task order manager, quality assurance personnel, quality assurance evaluator, or COR management.” In addition, Army Regulation 70-13, Chapter 2, paragraph 2-2g, states, in part, the following when providing other surveillance support personnel to assist the COR when needed, “...These other surveillance support personnel may serve as on-site representatives of the COR in performance of actual contract surveillance if they meet all COR requirements and have been appointed by the Contracting Officer as alternate CORs.”

**Contractor** – means a supplier or vendor awarded a contract to provide specific supplies or service to the Government. The term used in this contract refers to the prime.

**Contractor-acquired Property** - means property acquired, fabricated, or otherwise provided by the Contractor for performing a contract and to which the Government has title.

**Day** – means, unless otherwise specified, a calendar day.

**Defective Service** – means a service output that does not meet the standard of performance associated with the Performance Work Statement.

**Deliverable** – means anything that can be physically delivered but may include non-manufactured things such as meeting minutes or reports.

**Government-furnished Property** – As reflected in FAR 52.245-1, Government-furnished Property “means property in the possession of, or directly acquired by, the Government and subsequently furnished to the Contractor for performance of a contract. Government-furnished property includes, but is not limited to, spares and property furnished for repair, maintenance,

overhaul, or modification. Government-furnished property also includes Contractor-acquired property if the Contractor-acquired property is a deliverable under a cost contract when accepted by the Government for continued use under the contract

**Government Lead** - Designated Government personnel tasked with responsibility to manage day-to-day liaison and coordination with Contractor's point of contact (POC) (or other Contractor appointed representative) to clarify and deconflict execution of awarded work within a functional area.

**Government Property** - means all property owned or leased by the Government. Government property includes both Government-furnished and Contractor-acquired property. Government property includes material, equipment, special tooling, special test equipment, and real property. Government property does not include intellectual property and software.

**Property Administrator** - means an authorized representative of the Contracting Officer appointed in accordance with agency procedures, responsible for administering the contract requirements and obligations relating to Government property in the possession of a Contractor.

**High Level Function (HLF)** – means a key overarching result-based objective for a project necessary to achieve the project's vision. HLFs are similar to Level 2 in a Work Breakdown Structure. Each HLF may contain several statements to flesh out the areas necessary to meet the objective.

**Physical Security** – means that part of security concerned with physical measures designed to safeguard personnel; to prevent unauthorized access to equipment, installations, material, and documents; and to safeguard against espionage, sabotage, damage, and theft.

**Quality Assurance** – (or Government contract quality assurance) means the various functions, including, inspection, performed by the Government to determine whether a Contractor has fulfilled the contract obligations pertaining to quality and quantity.

**Quality Assurance Surveillance Plan (QASP)** – means the key Government-developed surveillance process document and is applied to Performance-Based Service Contracting (PBSC). The QASP is used for managing Contractor performance assessment by ensuring that systematic quality assurance methods validate that Contractor quality control efforts are timely, effective, and are delivering the results specified in the contract or task order. The QASP directly corresponds to the performance objectives and standards (i.e., quality, quantity, timeliness) specified in the Performance Work Statement (PWS). It provides specific details on how the Government will survey, observe, test, sample, evaluate, and document Contractor performance results to determine if the Contractor has met the required standards for each objective in the PWS. The QASP, with very few if any exceptions, is an internal to Government document.

**Quality Control** – means all necessary measures taken by the Contractor to assure that the quality of an end product or service shall meet contract requirements.

**Statement** – means the specific results-based activities required to satisfy HLFs. A statement contains a result, the context of the statement, and the required action(s). Statements focus on “what” is to be accomplished; however, they are not prescriptive in describing “how” the outcome is to be achieved. Each HLF may have several statements to flesh out the areas necessary to meet the objective. Statements are similar to Level 3 in a Work Breakdown Structure.

**Subcontractor** – means one that enters into a contract with a prime Contractor. The Government does not have privity of contract with the subcontractor.

**Workday** - The number of hours per day the Contractor provides services in accordance with the contract.

**Work Week** - Monday through Friday, unless otherwise specified.

**2.2. Acronyms:** Although not inclusive of every term used within this PWS, or that may be included in an acquisition, the following provides a list of acronyms commonly used in the acquisition field.

AAR	After Action Review
ACOR	Alternate Contracting Officer's Representative
ADDIE	Analysis, Design, Develop, Implement, and Evaluate
AE	Army in Europe
AFARS	Army Federal Acquisition Regulation Supplement
AHA	Activity Hazard Analysis
ALLF	Army Lessons Learned Forum
ALLP	Army Lessons Learned Program
ALLSW	Army Lessons Learned Synchronization Workshop
AOC	Area of Concentration
AOR	Area of Responsibility
AQL	Acceptable Quality Level
AR	Army Regulation
AT	Anti-terrorism
AUP	Acceptable Use Policy
ATCTS	Army Training Certification Tracking System
AWL	Alternate Work Location
CAAT	Collection and Analysis Team
CAC	Common Access Card
CD	Compact Disc
CCE	Contracting Center of Excellence
CDRL	Contract Data Requirements List
CFE	Conventional Forces Europe
CFR	Code of Federal Regulations
CG	Commanding General
CI	Counterintelligence

CM	Contract Monitor
COC	Council of Colonels
CONUS	Continental United States (excludes Alaska and Hawaii)
COR	Contracting Officer's Representative
COTS	Commercial-Off-the-Shelf
CRM	Comment Resolution Matrix
CTE	Collective Training Event
CTO	Collection Training Operations
CUI	Controlled Unclassified Information
DA	Department of the Army
DD250	Department of Defense Form 250 (Receiving Report)
DD254	Department of Defense Contract Security Requirement List
DFARS	Defense Federal Acquisition Regulation Supplement
DMDC	Defense Manpower Data Center
DoD	Department of Defense
DOMEX	Document and Media Exploitation
DOTD	Directorate of Training & Doctrine
DOTMLPF-P	Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, and Facilities
DVD	Digital versatile Disc
ELO	Enabling Learning Objective
FAR	Federal Acquisition Regulation
FH	Fort Huachuca
FM	Field Manual
FRG	Federal Republic of Germany
GFP	Government Furnished Property
GOSC	General Officer Steering Council
GP	Government Property
HLF	High Level Function
HIPAA	Health Insurance Portability and Accountability Act of 1996
HTML/CSS	Hyper Text Markup Language/Cascading Style Sheets
IA	Information Awareness
IAC	Installation Access Control
IACO	Installation Access Control Office
IAW	In Accordance With
IC	Intelligence Community
ICoE	Intelligence Center of Excellence
ID	Identification
IDT	Integrated Development Teams
IGCE	Independent Government Cost Estimate
IMI	Interactive Media Instruction
IPR	In-progress Reviews
IT	Information Technology
JiTT	Just in Time Training
JLLIS	Joint Lessons Learned Information System
JTR	Joint Travel Regulation

KO	Contracting Officer
KPT	Key Personnel Training
LL	Lessons Learned
L&BP	Lessons and Best Practices
MIPB	Military Intelligence Professional Bulletins
MET	Mission Essential Task
METL	Mission Essential Task List
MI	Military Intelligence
NDA	Non- Disclosure Agreement
NLT	No Later Than
NISPOM	National Industrial Security Program Operating Manual
OCI	Organizational Conflict of Interest
OCONUS	Outside Continental United States (includes Alaska and Hawaii)
ODC	Other Direct Costs
OE	Operational Environment
OFE	Operational Force Events
OPSEC	Operations Security
PA	Property Administrator
PII	Personally Identifiable Information
PIPO	Phase In/Phase Out
POC	Point of Contact
POI	Program of Instruction
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QA	Quality Assurance
QAP	Quality Assurance Program
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Program
QPR	Quarterly Program Review
RA	Requiring Activity
RCO	Regional Contracting Office
RFI	Request for Information
RFL2A	Requests for Lessons Learned Assistance
RFL2I	Requests for Lessons Learned Information
SAM	System for Award Management
SCR	Service Contract Report
SHARP	Sexual Harassment Awareness Response and Prevention
SIGE	Safety and Health Protection Plan
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SMPTE	Society of Motion Picture and Television Engineer
STD	Standards
TASS	Trusted Associate Sponsorship System
TC	Training Circulars
TDC	Training Development Capability



TE	Technical Exhibit
TEM	Training Event Matrix
TLO	Task Learning Objective
TRADOC	Training and Doctrine Command
TTP	Trends, Tactics, Techniques, and Procedures
T&EO	Training and Evaluation Outlines
USAICoE	United States Army Intelligence Center of Excellence
USAG	United States Army Garrison
USAREUR	United States Army Europe
UOM	Unit of Measure
VTC	Video-Teleconference Systems

**PART 3**  
**GOVERNMENT PROPERTY (GP) AND SERVICES**

**3. Government Property and Services**

**3.1. Services:** The Government will not provide direct services in support of the Contractor in its execution of duties and tasks defined in this PWS. Indirect support will be performed by the Government in execution of those functions that are inherently Governmental and may only be accomplished by Government personnel. Examples of this support are processing of security paperwork, approval and distribution of official policy, provision of NDAs, approval of travel and material requests, etc.

**3.2. Facilities:** For all functions performed on the Government installation, the Government will provide incidental access to and use of Government property. The Contractor will be subject to the requirements of FAR 52.237-2 during the use of all Government facilities and property. The Government will provide necessary workspace with IT and automation capability, desk space, storage rooms, laboratories, and other such facilities. The Government will be responsible for the maintenance of Government facilities.

**3.3. Utilities:** For all functions performed on the Government installation, the Government will provide all utilities such as electricity, water, and climate control. The Contractor shall instruct employees in utilities conservation practices. The Contractor shall operate under conditions that preclude the waste of utilities, which include turning off the water faucets or valves, light switches, etc. after using the required amount to accomplish tasks requiring the use of the utilities.

**3.4. Equipment:** For all functions performed on the Government installation, the Government will provide standard ancillary office equipment necessary to affect the services required on this contract. This includes items such as telephones, computers, scanners, fax machines, audio visual apparatus, printers, copiers, whiteboards, etc.

**3.5. Materials:** For all functions performed on the Government installation, the Government will provide incidental and consumable materials standardly furnished within the office environment such as paper, pens, pencils, notebooks, acetate, etc. Standard Operating Procedures, local instructions, policies, and other similar materials will also be distributed by the Government.

**3.6. Training:** The Government will facilitate the ability of Contractor employee's ability to complete required training. Please see section 1.23 of the IDIQ Base PWS.

**3.7. Common Access Cards (CAC):** The Government will provide Common Access Cards (CAC) via the Trusted Associate Sponsorship System (TASS) (Web site <https://www.dmdc.osd.mil/tass/>). (See also section 1.6.3.4 of the IDIQ Base PWS)

## **PART 4**

### **CONTRACTOR FURNISHED ITEMS AND SERVICES**

#### **4. Contractor Furnished Property and Services**

**4.1. General:** The Contractor shall furnish supervision of its employees performing work under this contract and ensure employees have the ability travel to and from work locations without assistance from the Government. For any performance from an AWL (see section 1.5.6.1 of the IDIQ Base PWS), the Contractor will be responsible for all material, equipment, facility, utility, safety, and transportation needs of its employees.

**4.2. Facility Clearance:** All classified support provided under this contract will only be performed in a government facility. The Contractor shall possess and maintain a Top-Secret facility clearance from the Defense Security Service IAW DoD 5220.22-M, National Industrial Security Program Operating Manual (NISPOM) and AR 380-49, Industrial Security Program. The Facility Security Clearance must match the highest security clearance required for personnel. The DoD Contract Security Classification Specification (DD 254) is provided as an attachment in the basic contract. The Contractor's employees performing work in support of this contract shall have been granted a clearance consistent with the clearance requirements identified in Technical Exhibit 4 of this PWS.

**4.3. Materials:** For any performance from an AWL (see section 1.5.6.1 of the IDIQ Base PWS), the Contractor will be responsible for all material requirements of its employees. The Contractor shall support the purchases of ODC requirements in the support of the services outlined within the PWS.

**4.4. Vehicles and Equipment:** For any performance from an AWL (see section 1.5.6.1 of the IDIQ Base PWS), the Contractor will be responsible for all equipment requirements of its employees. Software will be compatible with government systems, cloud systems, and it will be the responsibility of the company to resolve any firewall issues.

**4.5. Background Checks:** The Contractor shall be responsible to effect necessary Background Checks in accordance with this PWS and as determined by the Government (see section 1.6 of the IDIQ Base PWS).

## **PART 5 SPECIFIC TASKS**

**5.1. Basic Support:** The Contractor shall provide services for research, development, support of instruction, instructional products, training innovation, doctrine, and identification and implementation of best practices.

1. **Standard (STD):** Contractor personnel must possess the requisite skills and experience stated in Technical Exhibit 4 to perform on this Task Order.

**Acceptable Quality Level (AQL):** Zero Deviation from Standard.

**5.2. Tasks:** Tasks consist of the following:

**5.2.1 High Level Function 1: Research Support.** The Contractor shall support research to include, but not limited to, integrating emerging technologies, theories, techniques, training innovation, training methodologies, doctrinal and non-doctrinal publications, and validated best practices.

1. **STD:** The research shall support the development of Army, DoD, and Intelligence Community (IC) objectives, publications, and training and training methodologies.

**AQL:** Zero Deviation from Standard

**5.2.1.1 Fact Finding and Review Support.** The Contractor shall research and collect information through various means such as, but not limited to interviews, evaluations, supporting inquiries, reviewing white papers and policies, investigating new processes and applications, methodologies, lessons learned, schools of thought, emerging trends, and innovation. Publications reviewed will include, but not limited to: Joint doctrine, Executive Orders, doctrine proponents and non-proponents, and other military branch publications.

1. **STD** – Research supports government requirements and meet the government objectives

**AQL-** Zero Deviation from Standard

**5.2.1.1.1 Lessons Learned Research Support.** The Contractor shall research unit performance opportunities that support Government requirements and are aligned with Requiring Activity (RA) priorities of gathering information, analyzing, and reporting observations and feedback of operating force conditions. Develop a comprehensive strategy, prioritize opportunities, determine projected costs, and present to Government lead for approval. Research opportunities include, but not limited to, interviewing both military and civilian personnel, observing Collective Training Events (CTE) and Operations (CTO) in a variety of theaters, observing instructional training, attending conferences, forums, and briefings. The Contractor shall:

- a. Provide a list of Operational Force Events (OFE)s by location and organization (military unit designation) which support RA information collection requirements established by the Government Lead.
  - b. Provide to the Government lead a comprehensive list of OFE opportunities indicating the associated Lessons Learned (LL) Information collection Requirement (ICR) and/or government identified collection priority.
1. **STD** -Collection events are planned through examples of supporting and supported work against topics.  
**AQL**- Collection topics are properly demonstrated, with relevant and complete examples.
  2. **STD**- Provides the proposed collection topics for the following fiscal year no later than (NLT) 2nd Quarter of current FY.  
**AQL** – Collection Topics are submitted by designated date.
  3. **STD**- Actively collects, analyzes, validates, integrates, disseminates, archives, and assesses lessons and best practices across MI proponent Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, and Facilities. (DOTMLPF-P) domains representatives. (Includes TRADOC G-2 Operational Environment (OE) products)  
**AQL** – Populate the Joint Lessons Learned Information System (JLLIS) with LL products relevant to the mission objectives and completed within the stated timeline upon government approval.
  4. **STD**- Provide LL information or products to established processes to assist in identifying significant items to be considered for integration into training, training development, education, and leader developmental process.  
**AQL**- Process accurately assesses if LL information or products should be integrated into the developmental process.

**5.2.1.1.2. Education and Training Research Support.** The Contractor shall support the Army's synchronization effort among: MI proponent's capability areas, doctrine, objectives and training instruction/methodologies and practices throughout the US Army's differing echelons. The Contractor shall research new methods and applications, perform assessments, and analysis of current military doctrine, teaching methods, instruction, publications, tasks, and emerging technologies to develop products and advanced learning techniques.

- a. The Contractor shall, but is not limited to research, discover, validate, integrate and (assist in) assessing the effectiveness of current or emerging MI proponent capability area tactics, techniques, and procedures.
  - b. The Contractor's research and report information will inform Army doctrine, teaching methods, instruction content, publications, tasks, and products.
1. **STD:** Research and Report information is of professional quality, and relevant to RA's objectives.

**AQL:** Zero deviation from Standard.

**5.2.1.1.3. Doctrine and Education Research.** The Contractor shall support all aspects of research for doctrine and non-doctrine publications.

1. **STD:** Research utilizes historical and current doctrinal holdings, Lessons Learned, Training Development, Subject Matter Expert (SME), policy, legal aspects, force design, concepts, multi-service, and Joint doctrine.

**AQL:** Zero Deviation from Standard.

2. **STD:** Research is conducted in accordance with (IAW) Doctrine Business Practices and established doctrine timelines.

**AQL:** Zero Deviation from Standard.

**5.2.1.2. Assessment and Analysis Support.** The Contractor shall review, assess, perform analysis, and provide feedback on (but not limited to): Army's MI proponent mission, Area's of concentration (AoC's), instruction and training methodologies, tasks, products, and doctrinal publications. The Contractor shall utilize, but not limited to research data, current U.S. Military data, trends, regulations, doctrine, training and methodologies, lesson plans, emerging technologies, publications meeting minutes, After Action Reviews (AAR), white papers, observation reports, Doctrine, Concepts, Experimentation documents, briefings, differing IC products, Programs of Instruction (POI's), Task lists, and other products, to develop in-depth analysis in support of the RA.

**5.2.1.2.1. Lessons and Best Practices (L&BP) Analysis Support.** The Contractor shall analyze and assess Lessons and Best Practices (L&BP) information collected, reported, received and/or provided. The Contractor shall support the RA integration objectives by validating and presenting information in differing and various venues and/or efforts to include but not limited to, integrated development teams (IDTs), external collection and analysis team (CAAT), L&BP forums, etc.

1. **STD:** The government's regulations, guidelines, criteria, local Standard Operating Procedures (SOP)s, and objectives to create comprehensive analysis will be followed.

**AQL:** Zero Deviation from Standard.

2. **STD:** OE improves the lessons learned process by studying variables of the OE that drive change.

**AQL:** Process accurately assesses if OE implications should be integrated into the institution's developmental process.

3. **STD:** OE improves the lessons learned process by studying variables of the OE that should be considered in driving positive change.

**AQL:** Process ensures analytical process for lessons and best practices based on impact of pertinent OE variable changes generalizable to Army forces.

4. **STD:** Recommendations are provided based on best practices, AARs, and research for integration into classroom and training products.  
**AQL:** Recommendations are relevant and provided within stated timelines.

**5.2.1.2.2 Proponent Review Support.** The Contractor shall provide support to Army or the Military Intelligence (MI) Proponent Review processes, critical task site selection boards/meetings and other associated efforts or organizations.

1. **STD:** Participates in the Army Lessons Learned Forum (ALLF), providing information on specified quarterly institution topics.
2. **AQL:** Input is knowledgeable, provides relevant participation in the ALLF battle rhythm, and submitted on time.
3. **STD:** Provides input to the Army Lessons Learned Program (ALLP) Quarterly Program Review (QPR) on institution LL activities.  
**AQL:** Input is knowledgeable, provides relevant information, and is submitted on time.
4. **STD:** Attends Army Lessons Learned Synchronization Workshop (ALLSW).  
**AQL:** Zero Deviation from Standard.

**5.2.1.2.3. Training Analysis and Validation.** The Contractor shall support the analysis of training and education requirements. The Contractor shall support the Government survey solution including, but not limited to, the production and dissemination of raw survey data, and the analysis of survey results. Further, the Contractor shall:

- a. Provide personnel to support USAICoE's critical task site selection board processes, in virtual, local, and remote locations.
  - b. Provide personnel to support the design, development, and validation of USAICoE's courseware for all components.
  - c. Support the validation of training process and the creation of assessment blueprints for resident instruction.
  - d. Perform alpha and beta testing on interactive multimedia and related products.
1. **STD:** Training processes are IAW USAICoE 350-70, and the most current Government policy and validation process.  
**AQL:** Zero Deviation from Standard.
  2. **STD:** Surveys are properly submitted and appropriately managed within the stated timelines.  
**AQL:** Surveys sent on time and ended on time. Survey used the provided distribution list; cursory post-survey analysis performed.
  3. **STD:** Surveys based on customer specifications and adult learning methods.  
**AQL:** Completed surveys and survey reports matched 80-90% the formats and questions listed in the agreed upon customer request.

**5.2.1.2.4 Doctrine Analysis Support.** The Contractor shall provide recommendations to the Government in support of publication and doctrine. The Contractor shall, but not limited to analyze current policies, doctrine, training products, publications, and make expert recommendations on doctrinal gaps.

- a. The Contractor shall organize and participate in working groups, identifying opportunities to strengthen, revise, update, and innovate processes, research products, and doctrine and doctrine related products.
1. **STD:** Analysis is conducted in accordance with RA practices and established timelines.  
**AQL:** Zero deviation from standard.
2. **STD:** Analysis for doctrine and non-doctrine publications is relevant and meets mission objectives.  
**AQL:**
3. **STD:** Writer reads the existing publication, Field Manual (FM) 2-0, and FM 3-0 and proposed outline and identifies gaps or areas in each chapter/appendix for improvement.  
**AQL:** Proposed outline adheres to publication, identifies relevant strategy for improvement, and within the stated timeline.
4. **STD:** Writer identifies publications to research to fix gaps and areas for improvement.  
**AQL:** Identifies relevant strategy for improvement, and within the stated timeline.

**5.2.1.2.5 Doctrine Publication Graphic Analysis.** The Contractor shall comprehend, assess, and analyze Government designated publications such as, but not limited to, Military Intelligence Professional Bulletins (MIPB), doctrine, articles, and other directed non-doctrinal publications to develop visual elements that accurately support the theme and tonality of the designated publication.

- a. The Contractor shall research other references sources such as, but not limited to military articles and publications, doctrinal articles and publications, Army, Training and Doctrine Command (TRADOC), and DoD regulations in support of graphic development.
1. **STD:** Visual Elements must support the theme and tonality of the designated publication.  
**AQL:** Zero deviation from standard.

**5.2.1.2.6 Doctrinal Assessments.** The Contractor shall perform assessments on military doctrine across various echelons and disciplines including, but not limited to new policies, lessons learned, best practices, regulations, directives, other military commands, and key stakeholders to identify and recommend updates to doctrine and related products. The Contractor shall provide recommendations to the Government and collaborate with stake



holders to develop a comprehensive strategy to address doctrinal gaps and shape future projects.

1. **STD:** Assessment is conducted in accordance with RA practices and established timelines.  
**AQL:** Zero deviation from standard.
2. **STD:** Assessments are relevant and meets mission objectives.  
**AQL:** Zero deviation from standard.
3. **STD:** Develops comprehensive strategy to address doctrinal gaps and shape future projects.  
**AQL:** Proposed strategy is relevant, addresses areas for improvement, and within the stated timeline.

**5.2.1.3 Emerging Technology and Innovation Support.** The Contractor shall leverage organic technologies and capabilities in the development and integration of new and innovative solutions to the Government's requirement. The Contractor shall research the effectiveness of new technologies, applications, and capabilities identified within RA's Command objectives as well as within the Army Architecture and RA objectives. The Contractor shall, but not limited to, evaluate, and analyze emerging theories, technologies, and effectiveness of new technologies, applications, and capabilities for possible inclusion into the Army system, such as but not limited to eLearning, mobile platforms, and interactive media solutions. The Contractor shall integrate approved technology and applications into the Army's learning program.

1. **STD:** Provides cutting edge technology strategy, actively engages in applicable research, validation, and application of emerging technologies that directly relates to RA's objectives.  
**AQL:** Research, validation, and application of emerging technologies and strategy directly relates to training and provides measurable improvement.

**5.2.1.3.1. Learning Technology Solutions Support.** The Contractor shall provide technical expertise, support, and products to develop technology-based solutions for training and reinforcing classroom learning. Technology-based solutions range from simple web-based designs to technology supporting virtual learning media.

- a. Maintain and update products using Commercial Off the Shelf Products (COTS) that conform to cyber security requirements including, but not limited to Unity Game Engine, Adobe Captivate, Visual Studio, and Adobe CC.
- b. Interactive software products created from code must contain modern programming languages, which may include, but are not limited to C#, .Net, HTML/CSS, JavaScript/TypeScript, Perl, Python, Ruby, and SQL, dependent upon product and delivery platform requirements. In addition, software code must pass all relevant information assurance requirements and Security Technical Instruction Guidance directives identified by information system security managers.

- c. Products must be usable on government approved resident and remote technology platforms, including, but not limited to Amazon AWS.GOV, LifeRay Portal, Microsoft Azure, commercial learning management solutions such as Blackboard, and local on premises server systems.
  - d. Update project progress in government-approved tracking software and submit weekly progress reports to the POC for each technology project detailing project status and risk analysis of established project timeline.
1. **STD:** All products must be approved by the Government and conform to Government standards and mission directives.  
**AQL:** Zero deviation from Standard.
  2. **STD:** Software products will be of professional quality and completed within the stated timeline.  
**AQL:** Software products completed by the original suspense date.
  3. **STD:** Products are put through strict quality control measures and are of professional quality.  
**AQL:** Quality control of products addressed the style, organization, spelling, punctuation, and grammatical errors for 80-90% of written outputs, scripts, narration, and briefs.

**5.2.1.4 Research Analysis Assessment and Recommendation Support.** The Contractor shall present findings to the Government via, but not limited to reports, conferences, and/or briefs as directed by the Government Lead. The Contractor shall address, but not limited to the research, assessments, analysis conducted, and where applicable, objective information to support the RA analysis to determine potential impacts on MI proponent capability areas and Army priorities.

**5.2.1.4 .1 Presentation Support.** The Contractor shall present research findings and mission objectives in various formats and venues to include but not limited to IDT meetings, conferences, classrooms, and institutions. Presentations will be given from the local unit to Command level. The Contractor shall report any support or equipment issues preventing presentations to the Government prior to established timeline.

1. **STD:** Information is presented is accurate, objective, pertinent, and presented in a logical and concise manner.  
**AQL:** Zero Deviation from STD.
2. **STD:** Presentation is given at the appropriate level of the audience.  
**AQL:** Zero Deviation from STD.
3. **STD:** All required support elements and equipment are in working order prior to the presentation.  
**AQL:** Zero Deviation from STD

4. **STD:** Laws, regulations, statutes, and policies related to the protection of controlled unclassified information and classified information are followed in all presentations  
**AQL:** Zero Deviation from STD.
5. **STD** – Products and presentations are produced IAW Government approved format.  
**AQL:** Zero Deviation from STD.

**5.2.1.4.2. Review Support.** The Contractor shall participate in review processes, such as after-action reviews in various formats and venues to include but not limited to IDT meetings, conferences, classrooms, and other institutions. Reviews can occur at the local unit to Command level. Reviews shall encompass items such as lessons learned, identify best practices, and process improvements.

1. **STD:** Full participation of designated support.  
**AQL:** Zero Deviation from STD.
2. **STD:** Active participation is required, and input is substantive and germane to topic at hand.  
**AQL:** Zero Deviation from STD.

**5.2.2 High Level Function 2: Product Development.** The Contractor shall create, coordinate, and maintain products and documents for the RA's. This includes, but not limited to Lesson Plans, Reports, briefs, tests, task Training and Evaluation Outlines (T&EO), training strategy models, training event matrix (TEM), Standard Mission Essential Task and Lists (MET) and (METL), Training Circulars (TC), doctrine, publications, and training related products and materials. The Contractor shall support the Government from inception to completion of all products required Publications include, but not limited to professional development products, articles, issues, POI, IMI, articles, issues, papers, reports, briefs, PowerPoint slide decks, audio-visual presentations, vignettes, online formats, agendas, briefing notes, technical pamphlets, meeting minutes, lesson plans, task lists, publications, close out reports, and action item lists.

1. **STD:** All products shall be designed, produced, and created in accordance with the Government's standards and requirements such as, but not limited to; IAW AR 25-50 and the USAICoE Writing Handbook.  
**AQL:** Zero deviation from Standard.

**5.2.2.1. Product Creation Support.** The Contractor shall, but not limited to, create, edit, update, and/or design training material, electronic media, vignettes including up to motion picture products, distributed learning systems, lesson plans, data bases, task lists, circulars, instructional products, doctrine publications, 2D and 3D applications, animations, and other related products. The Contractor shall:

- a. Integrate the analysis and recommendations approved by the government.
- b. Coordinate with SMEs to update, develop and maintain required documents related to the task.

- c. Present and provide verbal, text and graphics as required.
- d. Create Initial Observation Reports, Executive Summaries, and Collection Reports for Government approval as required.
- e. Create Information Products informed by Capability Area (DOTMLPF) Analysis.
- f. Provide Evaluations and critiques
- g. Create knowledge and performance-based tests, lesson plans, outlines that fulfill both the instructional objective and evaluation requirements.
- h. Obtain and process any required releases, such as Foreign Disclosure Release Approval and Information/Operations Security, before providing products or final information to the Government.
- i. Utilize government designated databases.
  - 1. **STD:** All products will conform IAW Army regulations and standards, and/or established best business practices established by the RA.  
**AQL:** Zero Deviation from Standard
  - 2. **STD** Multimedia products must conform to the Society of Motion Picture and Television Engineer (SMPTE) standards.  
**AQL:** Zero Deviation from Standard.
  - 3. **STD** Completed within Government's Stated Timeline.  
**AQL:** Zero Deviation from Standard.

**5.2.2.1.2. Instructional Design Support.** The Contractor shall provide instructional design and training development support that follows the Analysis, Design, Develop, Implement, and Evaluate (ADDIE) Process and submit for government approval. The Contractor shall:

- a. Assign and provide oversight for all Contractor instructional design products.
  - b. Create, analyze, and design assigned projects including, but not limited to, the Course Flow Map, Terminal, and Enabling Learning Objective (TLO and ELO), and assessment strategies.
  - c. Update project progress in government-approved tracking software and submit weekly progress reports to the POC for each project detailing project status and risk analysis of established project timeline.
  - d. Provide meeting minutes to team members, POC, and instructional design lead.
  - e. Create a design plan for each technology product and solution. Design plans may include but are not limited to the lesson/course flow, learning objective(s), a summary of the IMI, module design (including script and interactive elements), and assessment strategy.
  - f. Create Job aids, user guides, implementation guides, and product summary sheets for all supported IMIs.
- 1. **STD:** Products are completed and are of professional quality and ready for implementation.  
**AQL:** Completed all required instructional design documentation and templates for design products, with less than 15% rework required.

2. **STD:** ADDIE Products are completed within the established timeline.  
**AQL:** Products completed by the original suspense date.
3. **STD:** ADDIE Products are completed within the established timeline.  
**AQL:** Products completed by the original suspense date.
4. **STD:** ADDIE Project and meeting minutes will be properly documented.  
**AQL:** Meeting minutes captured most of the meeting discussion (80% - 90%).
5. **STD:** Provide weekly ADDIE Project updates  
**AQL:** Addressed 80-90% of active ADDIE projects and their completion rates within a weekly update.
6. **STD:** Report ADDIE Product Completion Monthly  
**AQL:** Addressed 80-90% of active ADDIE projects and their completion rates within the monthly product update.
7. **STD:** ADDIE products are loaded in the correct directory specified.  
**AQL:** Upload the majority of design documents (80-90%) to the identified government project repository.
8. **STD:** Upload ADDIE Products as required per USAICoE 350-70 within stated timeline.  
**AQL:** Uploaded design documents at most one week after product completion.

**5.2.2.1.3. Instructional Design Evaluation.** The Contractor shall develop, refine, and implement formative and summative evaluations to support the modification and improvement of instructional products and educational methodology. The Contractor shall:

- a. Participate in IMI In-progress Reviews (IPRs) to ensure that instructional design criteria maintain their educational purpose/integrity during the development of the resulting educational courseware and provide reporting when needed.
  - b. Participate in and coordinate participation for alpha and beta testing events to ensure IMI products work as designed.
  - c. Observe training at ICoE to support assigned instructional design projects and report outcomes to the government.
  - d. Design, create and provide Just-in-Time (JITT) training events as needed.
  - e. Update project progress in government-approved tracking software and submit weekly progress reports to the POC for each project detailing IMI project status and risk analysis of established project timeline.
1. **STD:** Complete IMI Projects within the stated timeline.  
**AQL:** IMI Products completed by the original suspense date.
  2. **STD:** Complete Storyboards and templates for IMI projects. Completed all required  
**AQL:** storyboards and templates for IMI projects, with less than 15% rework required.

3. **STD:** Provide in-depth meeting minutes and discussions on IMI projects.  
**AQL:** Meeting minutes captured most of the meeting discussion for IMI projects (80% - 90%).
4. **STD:** Provide weekly status reports on IMI product Completion.  
**AQL:** Addressed 80-90% of active IMI projects and their completion rates within a weekly update.
5. **STD:** Provide monthly status reports IMI Product Completion  
**AQL:** Addressed 80-90% of active IMI projects and their completion rates within the monthly product update.

**5.2.2.1.4. Multimedia Support.** The Contractor shall support multimedia RA-supported projects. Design and develop audio and video vignettes for classroom instruction, learning objectives, training solutions, and other products. Record and edit new and existing audio, 3D objects, animations, and video scenes IAW project requirements.

- a. Edit video and post-production effects IAW project requirements and defined by the design plan.
  - b. Attend product requirement meetings and develop timelines.
  - c. Collaborate with other training centers to share products and information.
  - d. Update project progress in government-approved tracking software and submit weekly progress reports to the POC for each project detailing multimedia project status and risk analysis of established project timeline.
1. **STD:** Products must be approved by the Government.  
**AQL:** Zero deviation from Standard.
  2. **STD:** Conform to the Society of Motion Picture and Television Engineer (SMPTE), and Government standards and mission directives.  
**AQL:** Zero deviation from Standard.
  3. **STD:** IMI and Multimedia Products will be uploaded in the directed Government repository.  
**AQL:** Uploaded the majority of IMI or Multimedia projects (80-90%) to the identified government project repository.
  4. **STD:** IMI and Multimedia Products will be uploaded after product completion within the designated timeline.  
**AQL:** Uploaded IMI or Multimedia projects at most one week after product completion.
  5. **STD:** IMI Products are accessible and categorized correctly for easy accessibility.  
**AQL:** 80-90% of uploaded products were accessible and categorized correctly.
  6. **STD:** Motion Animation and Video Support will be of professional quality and Products and ready for implementation at completion.

**AQL:** Completed all required animations or video identified in design plans and storyboards, with less than 15% rework required.

**7. STD:** Motion Animation and Video will be completed by the stated timeline.

**AQL:** Products completed by the original suspense date.

**5.2.2.1.5. Graphic Support.** The Contractor shall provide graphic design including but not limited to; still photography, video, and imaging support for USAICoE training organizations and elements. Graphic creation and revision for IMI and video products. The Contractor shall:

- a. Graphic manipulation and restoration of historical images
  - b. Logo creation.
  - c. Graphic designer revisions to new or previously created products.
  - d. 3D object creation, meshing, manipulation, and animations.
  - e. Update project progress in government-approved tracking software and submit weekly progress reports to the POC for each project detailing project status and risk analysis of established project timeline.
- 1. STD:** Must adhere to the Society of Motion Picture and Television Engineer standards for all video requirements.  
**AQL:** Zero deviation from Standard.
  - 2. STD:** Graphic Arts will be of professional quality and ready for usage by due date.  
**AQL:** Completed all required art products, with less than 15% rework required.
  - 3. STD:** Graphic Art support will be completed by the stated timeline.  
**AQL:** Products completed by the original suspense date.
  - 4. STD:** Weekly project reports on art projects and milestone achievements will be provided.  
**AQL:** Addressed 80-90% Graphic Arts will be of professional quality and ready for usage and completed all required art products, with less than 15% rework required.
  - 5. STD:** Graphic Art support will be completed by the stated timeline.  
**AQL:** Products completed by the original suspense date.
  - 6. STD:** Weekly project reports on art projects and milestone achievements will be provided.  
**AQL:** Addressed 80-90% of active art projects and their completion rates within a weekly update.
  - 7. STD:** Monthly project reports on art projects and milestone achievements will be provided.  
**AQL:** Addressed 80-90% of active art projects and their completion rates within the monthly product update. of active art projects and their completion rates within a weekly update.

8. **STD:** Monthly project reports on art projects and milestone achievements will be provided.

**AQL:** Addressed 80-90% of active art projects and their completion rates within the monthly product update.

**5.2.2.1.6. Publication Support.** The Contractor shall create publication-quality visual elements and design the layout for digital and print publications as designated by the Government Lead. Visual elements include, but not limited to covers, logos, original images, illustrations. The Contractor shall:

- a. Develop and create visual-page layouts; manipulate vector images, photographs, and other digital images.
- b. Visual elements will adhere to either the drafts prepared or based on verbal or written descriptions by the subject matter expert/author as directed by the Government lead.
- c. Design the cover for each MIPB issue.
- d. Incorporate editor and author revisions and review visual elements for errors and correct them before the Government designated due date.

1. **STD:** Research military publications to create graphics that reflect the tonality and theme of publication.

**AQL:** Visual elements assist in delivering most of the intended message. Some Government Lead/SME/Author input required.

**5.2.2.1.6.1. Publication Layout Support.** The Contractor shall provide recommendations and subject matter expertise to the Government in the layout and design of publications. The Contractor shall:

- a. Advise editor and author on how visual elements can best support the text within assigned publication.
- b. Ensure a consistent format among visual elements within a single publication.
- c. Advise, assist editor on typography and layout.
- d. Advise, select colors, images, and typefaces.
- e. Advise on the detailed layout of master visual elements
- f. Incorporate editor and author revisions and review layout for errors and correct them before the Government designated due date.

1. **STD:** The layout and design of publications are IAW Government requirements and adherence to subtasks a through f.

**AQL:** Layout and design visual elements support the recommendations provided to the Government. Some Government input required and less than 10% rework.

2. **STD:** Visual elements delivered within the approved scheduled timeline.

**AQL:** Zero deviation from Standard.

3. **STD:** Visual elements adhere to Army publication guidelines.

**AQL:** Zero deviation from Standard.



4. **STD:** Visual elements are publication-quality.
5. **AQL:** Visual elements assist in delivering most of the intended message. Less than 10% Government Lead/SME/Author input required.
6. **STD:** Visual elements delivered within the approved scheduled timeline.  
**AQL:** Zero deviation from Standard.
7. **STD:** Visual elements adhere to Army publication guidelines.  
**AQL:** Zero deviation from Standard.
8. **STD:** Design the layout for digital and print publications.
9. **AQL:** Layout is publication-quality, delivered on time, and need less than 10% rework.

**5.2.2.1.6.2. Publication Editing Support.** The Contractor shall edit, and revise publications for the RA. The Contractor shall adhere to designated schedule developed by the Government Lead. The Contractor shall:

- a. Support the Government during the developmental (publication organization) and final editing phases of the doctrinal or MIPB development process.
  - b. Compile, edit and format all sources and citations used within a document.
  - c. Prepare and format the index for doctrinal publications. The index will include but not limited to: entries identified by the author or subject matter expert; items that assists a reader in finding desired topics and navigate in the document.
  - d. Template and format doctrinal publications with Microsoft (MS) Word or TRADOC template as directed by Government lead.
1. **STD:** All documents and publications shall adhere to the standard identified in TRADOC Regulation 25-30 and in compliance with appropriate government guidelines.  
**AQL:** Zero deviation from Standard.
  2. **STD:** Writing is conducted in accordance with Doctrine Business Practices and established doctrine timelines.
  3. **AQL:** Zero deviation from Standard.
  4. **STD:** Developmentally edit (publication organization) and perform a final edit of doctrinal publications or MIPB articles IAW Army publication guidelines.  
**AQL:** Publication organization requires less than 10%e revisions to logic, cohesiveness/clarity, consistency, and/or completeness. Less than 10% of proofing errors (such as spelling, grammatical, punctuation, and/or content errors).
  5. **STD:** Edited publication delivered within the approved scheduled timeline.  
**AQL:** Zero deviation from Standard.
  6. **STD:** Edited publication adheres to Army publication guidelines.  
**AQL:** Zero deviation from Standard.

7. **STD:** All acronyms/terms and sources/citations within the document are properly compiled, edited, and formatted to prepare the glossary and references, respectively, IAW Army publication guidelines and/or Government guidelines.  
**AQL:** Acronyms/Terms and/or sources/citations compiled/edited IAW Army publication/Government guidelines. Less than 10% of formatting revisions required.
8. **STD:** Glossary and References delivered within the approved scheduled timeline.  
**AQL:** Zero deviation from Standard.
9. **STD:** Doctrinal publications index is formatted IAW Army publication guidelines and Government guidelines.  
**AQL:** Index is formatted IAW Army publication and/or Government guidelines. Key terms reflect mostly relevant content. Less than 20% of rewrites required.
10. **STD:** Index delivered within the approved scheduled timeline.  
**AQL:** Zero deviation from Standard.
11. **STD:** Doctrinal Publications are templated and formatted with MS Word/TRADOC template as directed.  
**AQL:** Some of the formatting in the templated publication is not IAW Government guidelines. Less than 10% formatting revisions required.
12. **STD:** Templated and formatted publication delivered within the approved scheduled timeline.  
**AQL:** Zero deviation from Standard.

**5.2.2.1.7. Doctrine Development.** The Contractor shall write, update, revise, and maintain doctrine products that cover multiple echelons and disciplines and submit for Government review and approval. The Contractor shall follow local SOPs and RA business practices. The Contractor shall:

- a. Create products will be comprehensive and cohesive, or addresses any identified discrepancies, and creates a seamless transition between various doctrine, policies, regulations, and other applicable government documents.
- b. Addresses core and emerging concepts, trends, techniques, operational concepts, lessons learned and synchronized across all doctrine publications.
- c. Simplify technical language into comprehensible verbiage that can be understood and followed across multiple branches and echelons.
- d. Ensure classification and copyright rules are followed. Properly identify all classified and copyrighted material and identify if permission for inclusion is required.
- e. Utilize the most current document publication.
- f. Coordinate with proponents as required.
- g. Develop a categorized reference list that is comprehensive, consolidated and verified.
- h. Adjudicate and submit staffing comments to the government and per the doctrine division business practice.

- i. Review and comment on publications and other written products.
- 1. **STD:** Write/adjudicate comments and build the Comment Resolution Matrix (CRM).  
**AQL:** CRM provides constructive comments with recommended solutions and is based on doctrine publications.
- 2. **STD:** Appropriately categorizes comments as administrative, substantive, major, or critical.  
**AQL:** Zero deviation from Standard.
- 3. **STD:** Upon receiving comments on a MI doctrinal product, the writer gives a fair adjudication of accept, reject, or modify accept with justification.  
**AQL:** Comments are provided within the stated time frame.
- 4. **STD:** Writing is conducted in accordance with Doctrine Business Practices and established doctrine timelines.  
**AQL:** Zero deviation from Standard.
- 5. **STD:** Write, update, revise, and maintain doctrine products that cover multiple echelons and disciplines.  
**AQL:** Products developed are comprehensive and cohesive, or addresses any identified gaps or discrepancies, and create a seamless transition between various doctrine, policies, and regulations. Writer uses portion markings and annotates each paragraph correctly. Author addresses trends, Tactics, Techniques, and Procedures (TTP), operational concepts, and lessons learned.

**5.2.2.1.8. Activity Coordination Support.** The Contractor shall support the cross functional efforts to integrate and coordinate (but not limited to): doctrine, training guidelines, training aids, lesson plans, Lessons Learned and Best Practices throughout the RA's MI proponent capabilities development (DOTMLPF-P) efforts IAW government guidelines and requirements. This includes, but not limited to:

- a. Collaborating and coordinating with MI proponent capability area personnel and projects
- b. Disseminating information and products.
- c. Providing support to other Capability Area Development tasks integrating LL products of information into Doctrine, Organization, Training, Material, Leadership and education, Personnel, Facilities, and Policy.
- d. Support and integration of products and information into other unit/RA's events, teams, projects, and other activities as determined by the Government.
- 1. **STD:** Responds appropriately to other cross functional requirements IAW Government priorities.  
**AQL:** Responses are accurate, objective, concise, and within the designated timeframe.
- 2. **STD:** Actively engages in integration and collaboration efforts.  
**AQL:** Engages in a professional manner, providing pertinent support that aligns with and meets government mission goals.

**5.2.2.2. Product Management Support.** The Contractor shall, but not limited to the maintenance, coordination, and distribution of physical and digital materials. The Contractor shall support, but not limited to managing the creation, continuity of products, and processes of publications and associated documents IAW Army directives and local SOPs as applicable. The Contractor shall support the management of the products through, but not limited to creating, maintaining, and coordinating schedules and milestone objectives IAW Government timelines.

**5.2.2.2.1. Project Scheduling and Reporting.** The Contractor shall update Government Leads on project status, roadblocks, and milestone timelines as determined by the Government. The Contractor shall provide and report risk assessments and mitigation strategies to project timelines presented by, but not limited to company leaves schedules, attrition, new hires, decreases in support, delayed response times, redesigns, and other technical issues. The Contractor shall:

- a. Coordinate with Government Lead to update and maintain project status reports.
  - b. Maintain a suspense system for special items/reports, recurring reports, and monthly information papers and bulletins.
  - c. Coordinate and draft responses to official tasks for government review.
  - d. Enter, track and account for milestones, tasks, and sub-tasks for all assigned projects. Keep a record of all meeting minutes and archive all source files at the completion of each project.
  - e. Provide and contribute to internal project in-process reviews and attend monthly individual development team meetings as required.
  - f. React to just in time requirements definitions from the government.
  - g. Provide solutions to required rework or products not conforming to government standards.
1. **STD:** Notify government of missing or decreased level of support and impact to project milestones and required realignment of support required to meet milestones within 10 business days prior to upcoming occurrence.  
**AQL:** Informed the government representative of reduced staffing support to projects within 48 hours of knowing of the planned absences; provided support to mitigate continuity and accomplishment risks.
  2. **STD:** Develop/Update project timelines within the designated time.  
**AQL:** Zero Deviation from Standard.
  3. **STD:** Products are professional, accurately represent status of project, and presented in an easy-to-understand format.  
**AQL:** Products are delivered on time, contain all required information, with less than 10% corrections required.
  4. **STD:** Provide accurate risk assessments and mitigation strategies on projects.

**AQL:** Identified the external circumstances that delayed, disrupted, or prevent completion of RA projects within 48 hours of the incident or triggering event.

5. **STD:** Provide weekly ADDIE Project updates

**AQL:** Addressed 80-90% of active ADDIE projects and their completion rates within a weekly update.

6. **STD:** Write administrative documents ensure proper record keeping.

**AQL:** Documents are written in professional manner and are completed within the stated timeline.

7. **STD:** Administrative documents related to their assigned project are maintained on their assigned computer and/or designated file.

8. **AQL:** Zero Deviation from Standard.

9. **STD:** Documentation and record keeping is developed IAW RA Business Practices and established timelines.

**AQL:** Zero Deviation from Standard.

**5.2.2.2.2. Request for Information (RFI).** The Contractor shall support the government in responding to RFI's including but not limited to Requests for Lessons Learned Assistance (RFL2A) or Information (RFL2I). The Contractor shall:

- a. Keep detailed records of RFI's IAW established government practices, SOP's, policies, and as determined by the Government lead.
- b. Manage the process from initiation to completion according to established government guidelines.
- c. Develop appropriate response for government release approval.

1. **STD:** Keep accurate records for RFL2A/RFL2I requests and responses provided.

**AQL:** Demonstrate how RFL2A/RFL2I's are analyzed, validated, archived, assessed, and satisfied/answered.

2. **STD:** Responses are in appropriate language, addresses the request, and written in a professional manner.

**AQL:** Developed appropriate responses with minimal rewrites and received within the stated timeline.

**5.2.2.3. Product Records Support.** The Contractor shall support, but not limited to the creation, facilitation, processing, maintenance, organization, updating, sustainment, control, and preservation of all digital and physical records, documents, and files pertinent to the assigned RA IAW AR 25-400-2, AR 11-33, and local SOPs as applicable. The Contractor shall use formats designated by the Government Lead. The Contractor shall:

- a. Populate the digital repositories.
- b. Produce and maintain distribution and Collection opportunities lists.
- c. Research and retrieve products from repositories.

d. Post collection results IAW Government guidelines

1. **STD:** The Contractor shall assist the Government by maintaining publications and documents in various formats as designated by RA, policy, and applicable regulations.  
**AQL:** Products are updated by designated time, and within the RA's policies and business practices.

**5.2.2.3.1 Publications Record Support.** The Contractor shall support, but not limited to maintaining publications and documents in various formats and IAW local processes, policies, and regulations. The Contractor shall:

- a. Save each publication to a compact disc (CD)/digital versatile disc (DVD), as appropriate, including associated issue files (i.e., visual elements, individual articles).
- b. Maintain a library of visual elements (both hardcopy and softcopy [via Government-provided storage medium]) for each doctrinal/non-doctrinal publication.
- c. Upload publications in government designated online repository.

1. **STD:** Publications are maintained in appropriate depositories.  
**AQL:** Publications are properly catalogued within stated time frame.

**5.2.2.3.2. Publication Distribution.** The Contractor shall pack, label envelopes and boxes, and in coordination with the Government lead to deliver publication hardcopies to the Fort Huachuca Official Mail Center, and physically distribute limited quantities of hardcopy publications to U.S. Army Intelligence Center of Excellence (USAICoE) organizations.

1. **STD:** Publications are properly packed and delivered to the Fort Huachuca Official Mail Center.  
**AQL:** Zero deviation from Standard.
2. **STD:** Physically distribute limited quantities of hardcopy publications to U.S. Army Intelligence Center of Excellence (USAICoE) organizations.  
**AQL:** Publication distribution requirements are IAW Government Lead/guidelines, and 80% of publications distributed within the stated timeframe.

**5.2.3 High Level Function 3: Instructional Support.** The Contractor shall support the delivery of instruction, long distance instruction, and the development of training solutions that utilize existing and emerging instructional technology as well as current evidence-based adult learning techniques. The Contractor shall support the learning environment IT architecture and maintain the effectiveness, efficiency, viability, and accessibility of digital training products including, but not limited to interactive training sites, online media libraries, databases, distance learning platforms.

**5.2.3.1. Classroom and Educational Platform Support.** The Contractor shall provide but not limited to, classroom instruction (both small and large group settings), digital platforms such as distance learning, and just in time training. The Contractor shall, but not limited to, create, and adhere to established schedules, room preparation, update training documents and blocks of instruction, digital content creation and management, evaluations, credentialing, grading rubrics, critiques, and classroom management.

1. **STD:** Assessments and presentations will be relevant and support the RA objectives  
**AQL:** Relevant solutions and feedback that meet customer stated requirements.  
Provide constructive feedback in a clear, accurate, and complete manner, free of spelling and grammatical errors.

**5.2.3.1.1. Classroom Instruction Support.** The Contractor shall provide training instruction dictated by the published training schedule, and ad hoc training when identified by the Government. Instructors shall apply advanced instructional methods and adult learning models during platform instruction, small group instruction, and during individual instruction, mentorship, and coaching. Instructors shall provide support to students during performance-based practical exercise, planning and preparation time, and provide relevant critiques and analysis. The Contractor shall notify the Government lead of, but not limited to student absences, grades, issues, and failures. The Contractor shall:

- a. Follow the established lesson plans and update as required.
  - b. Stay within the allotted instruction time established by the schedule.
  - c. Evaluate and provide feedback on student performance, tests, and student lesson plans, and retrain as required.
  - d. Monitor and report student attendance.
  - e. Develop and administer performance-based and knowledge-based tests.
  - f. Identify opportunities for and provide Just in Time Training (JiTT) and Key Personnel Training (KPT).
  - g. Conduct AAR's with students, and update student records in various formats.
1. **STD:** Contractor will have classroom prepared for instruction.  
**AQL:** Classrooms and materials are prepared at least 15 minutes prior to instruction.
  2. **STD:** Contractor shall conduct 100% of the instruction assigned per the training schedule.  
**AQL:** Instruction is cohesive and naturally finishes within 10% of the LSA's allotted time; all teaching points addressed IAW current instructor grading rubric.
  3. **STD:** Contractor shall conduct student evaluations within stated timeframe.  
**AQL:** Efficiently utilizes a minimum of 80% of scheduled time and provides substantive feedback that is actionable and/or would enable student to achieve learning objectives.
  4. **STD:** Approved lessons plans follow rubrics and government guidelines.  
**AQL:** Provide constructive feedback in a clear, accurate, and complete manner, free of spelling and grammatical errors within the scheduled time frame.
  5. **STD:** Contractor will provide written feedback to students on all performance evaluations.  
**AQL:** Provide constructive feedback in a clear, accurate, and complete manner, free of spelling and grammatical errors within 2 hours of event.
  6. **STD:** Report all student absences to the course manager.

**AQL:** Reports absence within one hour of starting instruction.

**5.2.3.1.2. Classroom Environment Support.** The Contractor shall support the Government in maintaining the cleanliness of the office and/or classroom environment. The Contractor shall:

- a. Support designated cleaning calendar.
  - b. Notify class leads of cleaning rotation and requirements
  - c. Ensure that all electronic devices, i.e., audiovisual media and lights are turned off at the end of the day.
  - d. Verify offices and/or classrooms are secure, i.e., locked, at the end of each day.
1. **STD:** The Contractor shall provide the class lead with a copy of classroom cleaning requirements.

**AQL:** Zero deviation from Standard.

**5.2.3.2. Conference and Forum Support.** The Contractor shall support and/or attend various conference, forums, lectures, meetings, classroom instruction, and practical application supported within ICoE such as, but not limited to: General Officer Steering Council (GOSC), Council of Colonels (CoC), instructor meetings, and general classroom instruction. The Contractor shall verify designated rooms are prepared for conferences, forums, discussion and/or instruction prior to upcoming activity. The Contractor shall:

- a. Attend all meetings as required by the RA and government lead.
- b. Schedule Conference/Forum space and coordinate with designated personnel for preparation.
- c. Verify required material is ready, and in sufficient quantity for the expected participants prior to event.
- d. Distribute required material prior to the event IAW Local Government SOPs, practices, and as determined by the Government Lead.
- e. Prior to required use, test and prepare supplies and/or equipment: (i.e., power point projections, cameras, internet connections, conference lines, video-teleconference systems (VTC's) read ahead notes/documents).
- f. Record meeting minutes and produce an Executive Summary and/or After-Action Reports for dissemination as determined by the Government.

1. **STD:** Contractor shall attend scheduled instructor meetings as required.

**AQL:** At least 90% of all present contractor instructor personnel are in instructor meetings and provide constructive feedback

2. **STD:** Presentations will be relevant and support the RA objectives.

**AQL:** Relevant solutions and feedback that meet customer stated requirements. Provide constructive feedback in a clear, accurate, and complete manner, free of spelling and grammatical errors.

3. **STD:** Room and presentation equipment are in working order.



**AQL:** Equipment is tested prior to presentation and within enough time to address and fix any technical issues. Room is prepared and ready for presentation.

**5.2.3.2 Architecture Support.** The Contractor shall support IT architecture under the management of the RAs. The Contractor shall, but not limited to system administrator support, trouble shooting, hardware/software diagnostic analyses, root-cause analysis, operational performance assessments, up-time and availability analysis, account maintenance, technical review meetings, problem de-confliction and resolution, as well as the production of a wide array of reporting products relative to those duties.

**5.3.2.1. Distributed Learning Support.** The Contractor shall support the implementation of distributed learning curriculum programs and products to provide in support of synchronous and asynchronous instruction for the institutional and self-development training domains; develop, revise, maintain, and enhance existing IMI utilizing which may include, but are not limited to C#, .Net, HTML/CSS, JavaScript/TypeScript, Perl, Python, Ruby, and SQL, dependent upon product and delivery platform requirements, but not limited to Unity Game Engine, Adobe Captivate, Visual Studio, and Adobe CC, C#, HTML/CSS, JavaScript/TypeScript, and SQL.

1. **STD:** Training Domains are assessable and free of any error or bugs resulting in the inability to access the site.

**AQL:** Zero deviations from Standard.

2. **STD:** Update delivery platforms to stay current to G6 and DoD policies, regulations, and requirements.

**AQL:** Delivery platforms stay current with emerging requirements.

**5.3.2.2. Learning Systems Administration Support.** The Contractor shall maintain and manage the RA's computer learning-based management systems, training platforms, technology-enabled learning, and multimedia training solutions. Configure and update products to be supported on government-designated platforms for distributed and virtual learning. Support the Government designated network and servers and provide technical guidance for product application.

- a. Consult with G6, KMO, and other outside organizations to ensure compliance with host deployments policies and with both host and LIB's web-based training architecture requirements.
- b. Consult with G6 on any changes or upgrades to LIB's system.
- c. Provide information briefings as required, including but not limited to architecture and technical solution briefs to audiences with varying levels of technical knowledge.
- d. Research and recommend hardware, software, and technical needs that follow the established TRADOC and Army processes and procedures for RAD, ITAS Waivers, and IT procurement for possible Government adoption.
- e. Maintain, update, and receive government approval to LIB internal procedures for posting educational content on Land War Net and other external platforms.
- f. Conduct and create a written report of on-site capabilities to establish current technology configurations supporting educational product development.
- g. Fix technical issues or elevating to appropriate sources for resolution.

- h. Archive instructional media as required,
- i. Provide input and participation in the requirements, design, and build phases of product development. Ensure technical feasibility as captured in the Design Plan.
- j. Participate in product testing and quality validation.
- k. Submit, track, and report on the status of all LIB technology-based learning products in the Risk Management Framework process IAW AR 25-1.
- l. Support the planning and review of new Army-directed learning systems, as required, in support of Army modernization requirements.

1. **STD:** Software development and learning system support will be maintained and updated as required.

**AQL:** Completed the majority (81-99%) of required learning software development or requested learning system support, with less than 15% rework required.

2. **STD:** Provide weekly technical project updates and technical solutions.

**AQL:** Addressed 80-90% of active technical projects and their completion rates within a weekly update.

3. **STD:** Provide Monthly technical project updates and technical solutions.

**AQL:** Addressed 80-90% of active technical projects and their completion rates within the monthly product update.

4. **STD:** The learning system will be accessible and available for users at any time.

**AQL:** System support maintained 80-90% learning system uptime/availability.

**5.2.3.3. Mission Fluctuation Support.** The Contractor shall support surge requirements identified by the Government and provide an agile workforce to support the short suspense requirements caused by, but not limited to mission increases, critical tasks, and classroom availability that would increase the level of effort for a Requiring Activity for a short/unspecified duration of time.

## 5.3 Service Contract Reporting

**5.3.1 System for Award Management (SAM) Service Contract Report (SCR):** The Contractor shall report all Contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the United States Army Intelligence Center of Excellence (USAICOE) via a secure data collection site. The Contractor is required to completely fill in all required data fields through the following web address: [www.sam.gov](http://www.sam.gov). Reporting inputs will be for the labor executed during the period of performance during each Government FY, which runs from October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the help desk by clicking “View Assistance for SAM.gov” which is located at the top of the SAM.gov website. From there, you can the select “Contact Our Service Desk” which will allow you to contact SAM.gov directly. If contract period of performance ends prior to September 30, the Contractor has 30 calendar days from end date of the contract to complete the SAM SCR requirement.

### Steps for Submitting a Service Contract Report (SCR)

1. Go to [www.sam.gov](http://www.sam.gov) and log in.
2. Select Entity Registrations and then select Service Contract Reporting.
3. SAM displays your entities which have service contracts and meet the reporting criteria. Select View by entity to see the service contracts for each entity.
4. Next, select Add for the service contract against which you want to create a Service Contract Report. Each service contract which meets the FAR Subpart 4.1703 reporting thresholds is displayed.
5. You will be taken to the Complete Service Contract Report page. SAM displays the contract details and allows you to report. You are required to enter the following information:
  - **Total Amount Invoiced:** Total dollar amount invoiced for services performed during the previous Government fiscal year under the contract (this amount should include the prime and any subcontract amount).
  - **Prime Contractor Hours Expended:** Prime Contractor direct labor hours expended on the services performed during the previous Government fiscal year. The amount you enter is automatically divided by 2,080 hours to calculate a Full Time Employee (FTE) equivalent, displayed under the Prime Contractor Hours Expended as Prime Contractor FTEs.
6. Report any required Tier 1 subcontractor information by selecting the Add Tier 1 Subcontract Information button.
7. When you are ready to submit the report, select Submit. This saves your report and returns you to the Select Service Contract page where you can create other SCRs or edit an existing SCR.

### Steps for Editing a Submitted Report

1. Follow steps 1-4 above. Any previously submitted SCR will have a View/Edit button instead of an Add button.

2. Select View/Edit. You will be able to view the current SCR, edit available fields, and resubmit the record. You can also delete previously entered information altogether.
  - a. STD: All information provided by the Contractor shall be accurate, complete, and not exceed suspense dates noted in corresponding paragraph above.  
AQL: 100% Compliant

## PART 6

### APPLICABLE PUBLICATIONS

**6. Applicable Publications (Current Editions):** The following publications, manuals, regulations, etc. are mentioned in this PWS and are listed below.

- 6.1.1 Department of Defense Contract Security Classification Specification (DD Form 254)
- 6.1.2 Department of Defense Security Agreement (DD Form 441)
- 6.1.3 National Industrial Security Program Operating Manual (DoD 5220.22-M)
- 6.1.4 Installation Access Control (AE Reg 190-16)
- 6.1.5 The Army Physical Security Program (AR 190-13)
- 6.1.6 Contractor Identification (AE Reg 27-715)
- 6.1.7 U.S. Army Corps of Engineers Safety and Health Requirements Manual (EM 385-1-1)
- 6.1.8 Information Assurance Workforce Improvement Program (DoD 8570-M)
- 6.1.9 Information Assurance Training Certification and Workforce Management Directive (DoDD 8570.01)
- 6.1.10 Information Assurance (AR 25-2)
- 6.1.11 Electromagnetic Compatibility Directive (2004/108/EC)
- 6.1.12 Policies and Procedures for Property Accountability (AR 735-5)
- 6.1.13 Industrial Security Program (AR 380-49)
- 6.1.14 Army Records Management Program (AR 25-400-2)
- 6.1.15 The Army Force Modernization Proponent System (AR 5-22)
- Army Lessons Learned Program (AR 11-33)
- Information Management Information Assurance (AR-25-2)
- Army Publishing Program (AR 25-30)
- Department of the Army Information Security Program (AR 380-5)
- Foreign Disclosure and Contacts with Foreign Representatives (AR 380-10)
- Threat Awareness and Reporting Program (AR 381-12)
- Personnel Security Program (AR 380-67)
- Antiterrorism (AR 525-13)
- Operations Security (AR 530-1)
- Wear and Appearance of Army Uniforms and Insignia (AR 670-1)
- Design and Production of Instructional Publications (DA PAM 23-36)
- Army Publishing Program Procedures (DA PAM 25-40)
- Terms and Military Symbols (ADO 1-02)
- U.S Government Printing Office Style Manual (GPO)
- Instructor Certification, Development and Competition (FH Memo 672-3)
- DoD Interface Standard: Joint Military Symbolology (MIL-STD 2525D)
- TRADOC Preparation, Production, and Processing of Army wide Doctrinal and Training Literature. (TR 25-30)
- TRADOC Doctrine Publication Program (TR 25-36)
- TRADOC Capability Management (TR 71-12)
- Institutional Leader Training and Education (TR 350-10)
- The Army School System (TASS) (TR 350-18)

Army Learning Policy and Systems (TR 350-70)  
Training Development in Support of the Operational Domain (TR PAM 350-70-1)  
Staff and Faculty Development (TR PAM 350-70-3)  
Systems Approach to Training: Evaluation (TR PAM 350-70-4)  
Systems Approach to Training: Testing (TR PAM 350-70-5)  
Systems Approach to Training: Analysis (TR PAM 350-70-6)  
Systems Approach to Training Course and Courseware Validation (TR PAM 350-70-10)  
The Army Distributed Learning (DL) Guide (TR PAM 350-70-12)  
Training and Education Development in Support of the Institutional Domain (TR PAM 350-70-14)  
Army Training and Education Proponents (TR PAM 350-70-16)  
Army Learning Concept (TR PAM 525-8-2)  
FEDLOG (NA)  
Organizational Standard Operating Procedures (NA)  
Army Doctrine Template Guide (NA)  
CADD Editor Best Practices (NA)  
DOD Dictionary of Military and Associated Terms (NA)  
Instructor Performance Evaluation (IPE) (NA)  
USAICoE User's Guide to IPE (NA)  
SFDB SOP (NA)  
PRISMA ([prisma-statement.org](http://prisma-statement.org)) (NA)  
National Security Industrial Security Program Operating Manual (NISPOM)

**PART 7**  
**ATTACHMENT AND TECHNICAL EXHIBIT LISTING**

**7. Attachment and Technical Exhibit List**

**7.1 Technical Exhibit A** – Performance Requirements Summary

**7.2 Technical Exhibit B** – Deliverables Schedule

**7.3 Attachment 1** – Estimated Workload Data

**7.4 Attachment 2** – Historical Workload Data

**7.5 Attachment 3** – Government Property (GP)

**7.6 Attachment 4** Technical Exhibit 4, Personnel Qualifications

**TECHNICAL EXHIBIT A**  
**Performance Requirements Summary (PRS)**

<b>PERFORMANCE OBJECTIVE</b>	<b>STANDARD</b>	<b>PERFORMANCE THRESHOLD ACCEPTABLE QUALITY LEVELS (AQLs)</b>	<b>METHOD OF SURVEILLANCE</b>
<b>PRS#1 - PWS para 5.2.1 High Level Function 1: Research Support.</b>  The Contractor shall support research.	The research shall support the development of Army, DoD, and intelligence community (IC) objectives, publications, and training and training methodologies.	Zero Deviation from Standard	100% Inspection  Customer Feedback
<b>PRS#2 - PWS para (5.2.1.1) Fact Finding and Review Support</b>  The Contractor shall research and collect information through various means	Information reviewed is current and relevant, from an approved Government Source, and provides substantive input that directly contribute RA's primary objective	Zero Deviation from Standard	100% Inspection  Customer Feedback
<b>PRS#3 - PWS para (5.2.1.2) Assessment and Analysis Support.</b>  The Contractor shall review, assess, perform analysis, and provide feedback.	Feedback and analysis are substantive, provided in a professional manner and directly contributes to the RA's objectives.	Zero Deviation from Standard	100% Inspection  Customer Feedback
<b>PRS#4 - PWS para (5.2.1.3) Emerging Technology and Innovation Support</b>  The Contractor shall research the effectiveness of new	Feedback and analysis are substantive, provided in a professional manner and directly contributes to the RA's objectives.	Zero Deviation from Standard	100% Inspection  Customer Feedback



PERFORMANCE OBJECTIVE	STANDARD	PERFORMANCE THRESHOLD ACCEPTABLE QUALITY LEVELS (AQLs)	METHOD OF SURVEILLANCE
technologies, applications, and capabilities			
<p><b>PRS#5 - PWS para (5.2.1.4) Research Analysis Assessment and Recommendation Support.</b></p> <p>The Contractor shall present findings to the Government</p>	<p>1. Analysis shall be in-depth and address impacts to doctrine, teaching methods, publications, best practices, and other related topics with recommendations that outline the impact of their assessment to current Army objectives.</p> <p>2. The Contractor's research reviews, and meta-analyses performed shall conform to the format directed by the Government Lead. For products where government regulations or publications do not identify a format, the Contractor shall use the current format for Preferred Reporting Items for Systematic Reviews and Meta-Analyses.</p>	<p>Zero Deviation from Standard</p>	<p>100% Inspection</p> <p>Customer Feedback</p>

PERFORMANCE OBJECTIVE	STANDARD	PERFORMANCE THRESHOLD ACCEPTABLE QUALITY LEVELS (AQLs)	METHOD OF SURVEILLANCE
<p><b>PRS#6 - PWS para (5.2.2) High Level Function 2: Product Development</b></p> <p>The Contractor shall create, coordinate, and maintain products and documents.</p>	<p>1.All products shall be designed, produced, and created in accordance with the Government's standards and requirements such as, but not limited to; IAW AR 25-50 and the USAICoE Writing Handbook.</p> <p>2. All products and services shall adhere to schedules and milestones established by Government Lead.</p>	Zero Deviation from Standard	<p>100% Inspection</p> <p>Customer Feedback</p>
<p><b>PRS#7 - PWS para (5.2.2.1) Product Creation Support.</b></p> <p>Contractor shall, but not limited to create, edit, update, and/or design training material, electronic media, vignettes, distributed learning systems, lesson plans, data bases, task lists, circulars, instructional products, doctrine publications, models, and other related products.</p>	All products will conform IAW Army regulations and standards, and/or established best business practices established by the RA.	Zero Deviation from Standard	<p>100% Inspection</p> <p>Customer Feedback</p>
<p><b>PRS#8 - PWS para (5.2.3) High Level Function 3:</b></p>	The Contractor shall provide qualified support on platforms	Zero Deviation from Standard	<p>100% Inspection</p> <p>Customer Feedback</p>

PERFORMANCE OBJECTIVE	STANDARD	PERFORMANCE THRESHOLD ACCEPTABLE QUALITY LEVELS (AQLs)	METHOD OF SURVEILLANCE
<b>Instructional Support.</b>  Contractor shall support the delivery of instruction and support of training solutions.	and modes of instruction as established INTO technical exhibit 4.		
<b>PR#9 – PWS para (5.2.3.1) Classroom and Educational Platform Support.</b>  The Contractor shall provide classroom instruction	1.The Contractor shall provide qualified support on platforms and modes of instruction as established in TO technical exhibit 4.  2.The Contractor shall perform IAW Government approved processes and established timelines	Zero Deviation from Standard	100% Inspection  Customer Feedback
<b>PR#9 – PWS para (5.2.3.2) Conference and Forum Support</b>  The Contractor shall support IT architecture under the management of the RAs.	Please see TO PWS	Zero Deviation from Standard	100% Inspection  Customer Feedback
<b>PRS #10 _ Service Contract Reporting (SCR) PWS 5.3 and CLIN XXXX</b>	The Contractor shall completely fill in all the information in the format using the following web address	Zero Deviation from Standard	100% Inspection

PERFORMANCE OBJECTIVE	STANDARD	PERFORMANCE THRESHOLD ACCEPTABLE QUALITY LEVELS (AQLs)	METHOD OF SURVEILLANCE
	<p><a href="http://www.sam.gov">www.sam.gov</a> The Contractor shall provide the estimated total cost (if any) incurred to comply with this reporting requirement. Reporting period shall be the period of performance not to exceed 12 months ending September 30 of each government fiscal year and must be reported by 31 October of each calendar year. If contract period of performance ends prior to September 30, the Contractor has 30 days from end date of the contract to complete the SCR requirement.</p>		

**TECHNICAL EXHIBIT B**  
**DELIVERABLES SCHEDULE**

<u>Deliverable</u>	<u>Frequency</u>	<u># Of Copies</u>	<u>Medium/Format</u>	<u>Submit To</u>
A.001 Quality Control Plan (paragraph 1.5.1)	Once within 10 days after contract award and no later than 30 days prior to any anticipated changes.	One each to the Contracting Officer and COR	For technical review; Electronic delivery via email using either PDF or Microsoft Office products	To the COR for technical review
A.002 Annual Work Plan (para 1.5.7)	30 Days prior to initial or OY award	One each to the Contracting Officer and COR	For technical review; Electronic delivery via email using either PDF or Microsoft Office products	To the COR for technical review
<b>CDRLS</b>				
A001 Staffing Chart	Once a Month	One each to COR & Financial Analyst	For technical review; Electronic delivery via email Excel For KO Acceptance; WAWF submission	To the COR for technical review  WAWF for KO acceptance
A002 Monthly Status Report	Once a Month	One each to COR	For technical review; Electronic delivery via email either PDF or Microsoft Office products.	To the COR for technical review  WAWF for KO acceptance

<u>Deliverable</u>	<u>Frequency</u>	<u># Of Copies</u>	<u>Medium/Format</u>	<u>Submit To</u>
			For KO Acceptance; WAWF submission	
A003 IPR	Bi-annually	One each to COR	For technical review; Electronic delivery via email either PDF or Microsoft Office products.  For KO Acceptance; WAWF submission	To the COR for technical review  WAWF for KO acceptance
A004 Accident/Incident Report	For Each Occurrence as Required.	One each to COR	For technical review; Electronic delivery via email either PDF or Microsoft Office products.  For KO Acceptance; WAWF submission	To the COR for technical review  WAWF for KO acceptance

**ATTACHMENT 1  
ESTIMATED WORKLOAD DATA**

<b>ITEM</b>	<b>NAME</b>	<b>ESTIMATED QUANTITY</b>	
<b>1</b>	<i>Copy Editor</i>	<i>CME</i>	<i>2</i>
<b>2</b>	<i>Instructional Design</i>	<i>CME</i>	<i>10</i>
<b>3</b>	<i>Instructional Design Lead</i>	<i>CME</i>	<i>1</i>
<b>4</b>	<i>Rapid Developer</i>	<i>CME</i>	<i>9</i>
<b>5</b>	<i>Rapid Developer Lead</i>	<i>CME</i>	<i>1</i>
<b>6</b>	<i>Multimedia Artists</i>	<i>CME</i>	<i>2</i>
<b>7</b>	<i>Software Developer</i>	<i>CME</i>	<i>2</i>
<b>8</b>	<i>Video Production Specialist</i>	<i>CME</i>	<i>1</i>
<b>9</b>	<i>Learning Ecosystem Architect</i>	<i>CME</i>	<i>1</i>
<b>10</b>	<i>Learning System Administrator</i>	<i>CME</i>	<i>1</i>
<b>11</b>	<i>Project Manager</i>	<i>CME</i>	<i>1</i>
<b>12</b>	<i>Doctrine Production</i>	<i>CME</i>	<i>4</i>
<b>13</b>	<i>Doctrine Developer I</i>	<i>CME</i>	<i>4</i>
<b>14</b>	<i>Training Instructor</i>	<i>CME</i>	<i>2</i>
<b>15</b>	<i>Intelligence SME III</i>	<i>CME</i>	<i>5</i>
<b>16</b>	<i>Intelligence SME Lead</i>	<i>CME</i>	<i>1</i>

**ATTACHMENT 2  
HISTORICAL WORKLOAD DATA**

ITEM	NAME	ESTIMATED QUANTITY	
1	<i>Copy Editor</i>	<i>CME</i>	2
2	<i>Instructional Design</i>	<i>CME</i>	10
3	<i>Instructional Design Lead</i>	<i>CME</i>	1
4	<i>Rapid Developer</i>	<i>CME</i>	9
5	<i>Rapid Developer Lead</i>	<i>CME</i>	1
6	<i>Multimedia Artists</i>	<i>CME</i>	6
7	<i>Software Developer</i>	<i>CME</i>	2
8	<i>Video Production Specialist</i>	<i>CME</i>	1
9	<i>Learning Ecosystem Architect</i>	<i>CME</i>	1
10	<i>Learning System Administrator</i>	<i>CME</i>	1
11	<i>Project Coordinator</i>	<i>CME</i>	1
12	<i>Doctrine Production</i>	<i>CME</i>	4
13	<i>Doctrine Developer I</i>	<i>CME</i>	6
14	<i>Training Instruction</i>	<i>CME</i>	2
15	<i>Intelligence SME III</i>	<i>CME</i>	5
16	<i>Intelligence SME Lead</i>	<i>CME</i>	1



**ATTACHMENT 3**  
**GOVERNMENT FURNISHED PROPERTY (GFP)**

**1. RESERVED**

The Government anticipates no GFP on this contract beyond the stated Government Property (GP) and Services requirements stated in PART 3 of this PWS and Contractor Furnished Items and Services stated in PART 4 of this PWS. Should there be GFP requirements arise in the future, this section of the PWS will be modified pursuant to FAR 45.201 and other applicable regulations.

## **TECHNICAL EXHIBIT 4**

### **Personnel Qualifications**

The standards for personnel to be considered minimally qualified regarding appropriate combinations of education, training, and experience to provide research, analysis, and product creation:

- a. A secret or Interim Secret unless otherwise noted.
- b. Must have received an Honorable discharge from military service in those instances where military service is required.
- c. Current experience related to current MI doctrine, recent (draft) changes and fielding of the Army Field Manuals, Army Regulations and Department of Defense Directives (DoDD) relating to Intelligence Operations where applicable.
- d. Experience working on the most recent automation tools-sets and systems applicable to job performance
- e. Able to maintain current and future required certifications and trainings associated with this position.

#### **4.1 Basic Qualifications for the Doctrine Graphic Designer**

- a. At minimum a secret clearance unless otherwise noted.
- b. Bachelor's Degree in graphic design or related field (preferred).
- c. Possess excellent communication skills and the ability to use them to interact and communicate effectively and professionally with the technical staff, especially technical writers, and editors.
- d. Possess creativity and artistic aptitude, attention to detail, and strong proofreading skills.

##### **4.1.1 Qualifications for the Doctrine MIPB Graphic Designer - Senior**

- a. Minimum 3 years of experience in graphic design, including graphic fundamentals.
- b. Minimum 3 years of experience using core creation tools such as Adobe Creative Cloud programs, including Photoshop, InDesign, and Illustrator.

#### **4.2 Basic Qualifications for the Doctrine Editor**

- a. At minimum a secret clearance unless otherwise noted.
- b. Bachelor's Degree in English, journalism, or related field.
- c. Strong command of the English language, to include applying the rules of grammar, mechanics, and usage.
- d. Familiarity with military and/or military intelligence (MI) terminology preferred but not required.
- e. Ability to recognize and work with U.S. Government, Department of Defense (DOD), and Army language idiosyncrasies.
- f. Highly detail oriented.
- g. Ability and willingness to work independently.
- h. Possess excellent communication skills and the ability to use them to interact and communicate effectively and professionally with the technical staff, especially technical writers.

- i. Extensive working knowledge of Microsoft (MS) Office Suite applications and Adobe applications for publication editing, to include MS Word and Adobe Acrobat Pro, respectively.
- j. Ability to edit an average of 700 words per hour.

#### 4.2.1 Qualifications for the Editor (Doctrine) - Senior

- a. Minimum 3 years of experience performing the technical writing and editing of technical documents/print publications IAW industry writing standards, preferably those of the U.S. Government, Army, and TRADOC. Experience must reflect the ability to proofread, concisely revise, and produce technical documents ready for publication or dissemination following professional standards for pagination and format.

#### 4.2.2 Qualifications for the Editor (MIPB) – Senior

- a. Minimum 2 years of experience performing the technical writing and editing of technical documents/print publications IAW industry writing standards, preferably those of the U.S. Government, Army, and TRADOC.
- b. Experience must reflect the ability to proofread, concisely revise, and produce technical documents ready for publication or dissemination following professional standards for pagination and format.

### 4.4 Basic Qualifications for Doctrine Developer Subject Matter Experts

- a. Top Secret/Sensitive Compartmental information (TS/SCI)
- b. Expertise and experience in writing and developing technical documents in the English language.
- c. Demonstrated understanding of intelligence systems, operations, and training within the specified area.

#### 4.4.1 Qualifications for the Doctrine Developer - Subject Matter Expert – Consultant

- a. 20+ years MI experience at multiple echelons and multiple assignments.
- b. In depth knowledge of multiple intelligence operations.
- c. Strong knowledge of MI keystone, echelon, and disciplines doctrine.
- d. Strong knowledge of Combined Arms Doctrine.
- e. Ability to read, write and think clearly commensurate to senior leaders.
- f. Possess ability to conduct complex analysis and problem solving.
- g. Possess interpersonal skills that enable them to communicate and work with senior leaders.
- h. Mastery of the Army Doctrine Development Process.

#### 4.4.2 Qualifications for the Doctrine Developer- Senior Subject Matter Expert – Expert

- a. 10-20 years MI experience at multiple echelons and with multiple assignments.
- b. 10 years in area of concentration.
- c. Knowledge of MI keystone, echelon, and disciplines doctrine.
- d. Knowledge of Combined Arms Doctrine.
- e. Demonstrated ability to read, write and think clearly.
- f. Possess interpersonal skills that enable them to work well with action officers.

- g. Demonstrated knowledge of and success applying the Army Doctrine Development Process.

#### 4.4.3 Qualifications for the Doctrine Developer- Senior Subject Matter Expert – Senior

- a. 8-10 years MI experience at multiple echelons and with multiple assignments.
- b. 8 years in area of concentration.
- c. Knowledge of MI keystone, echelon, and disciplines doctrine.
- d. Knowledge of Combined Arms Doctrine.
- e. Demonstrated ability to read, write and think clearly.
- f. Possess interpersonal skills that enable them to work well with action officers.
- g. Demonstrated knowledge of and success applying the Army Doctrine Development Process

#### **4.5 Basic Qualifications for a Lessons Learned Subject Matter Expert**

- a. TS/SCI
- b. Proficient in Microsoft Office Products
- c. Knowledgeable of Army Regulations
- d. Experience in supporting a military service or joint- level Lessons Learned

##### 4.5.1 Qualifications for Lessons Learned Subject Matter Expert - Expert

- a. Possess a bachelor's degree or higher from an accredited college/university, and/or at least 7 years' experience in, or supporting, a military or intelligence community Lessons Learned position or program (government or civilian).
- b. Graduate of the Center for Army Lessons Learned (CALL) "Lessons Learned Course" either on-line or in residence.
- c. Experience in supporting the Army LL Forum procedures or events (General Officer Steering Councils, Council of Colonels, and Action Officer Working Groups).
- d. Experience in supporting or conducting MI or other Army-organization LL Forum procedures or events.

##### 4.5.2 Qualifications for Lessons Learned Subject Matter Expert – Senior

- a. At least five years' experience in military or intelligence community operations or support.
- b. Experience in participating or supporting an Army Lessons Learned position, program, or requirement: may include authoring an After-Action Report, collecting observations, professional journal submission of an experience or lesson learned.
- c. Graduate of the Center for Army Lessons Learned (CALL) "Lessons Learned Course" either on-line or in residence.

##### 4.5.3 Qualifications for Lessons Learned Subject Matter Expert – Intermediate

- a. At least three years' experience in military or intelligence community operations or support.
- b. Experience in supporting a Lessons Learned position or program (government or civilian)

#### **4.6 Basic Qualifications for a Staff and Faculty Training Specialist Qualifications for Training Support Instructor/Advisor**

- a. At minimum a secret clearance unless otherwise noted.
- b. Bachelor's Degree.
- c. Experience must include teaching adults in training and/or educational settings.
- d. Graduate of SFDB designated course or pass 1<sup>st</sup> time.
- e. Experience must include design and development written and hands-on assessment instruments.
- f. Experience documenting student performance in performance-based assessments.
- g. Extensive working experience using Microsoft Office Suite and Adobe applications for editing training documents, for example Adobe Acrobat DC.
- h. Education must include at least 24 semester credits focused on educational research, learning theory, education technology, instructional design, or other related education themed courses. Courses focusing on the administration or fiscal requirements of education related organizations do not count towards the credit requirement.

#### 4.6.1 Qualifications for Training Support Instructor/Advisor – Expert

- a. Minimum 10 years' experience which includes teaching adults in a variety of student-centric and teacher-centric learning environments. Developing and implementing new teaching curricula. Revising and implementing existing teaching curricula.
- b. Experience must include teaching military personnel in training and/or educational settings for a minimum of five years within the last ten years.

#### 4.6.2 Qualifications for Training Support Instructor/Advisor – Senior

- a. Minimum 6 years' experience which includes teaching adults in a variety of student-centric and teacher-centric learning environments. Developing and implementing new teaching curricula. Revising and implementing existing teaching curricula.
- b. Experience must include teaching military personnel in training and/or educational settings for a minimum of four years within the last six years.

#### 4.6.2 Qualifications for Training Support Instructor/Advisor – Intermediate

- a. Minimum 4 years' experience which includes teaching adults in a variety of student-centric and teacher-centric learning environments. Developing and implementing new teaching curricula. Revising and implementing existing teaching curricula.
- b. Experience must include teaching military personnel in training and/or educational settings for a minimum of three years within the last four years.

### 4.7 Basic Qualifications for Technical Solutions

- c. At minimum a secret clearance unless otherwise noted.
- d. Experience must include Unity 3D Game Engine, Microsoft Visual Studio, Adobe Captivate and Creative Cloud Applications, and learning management systems.
- e. Experience must include coding in C# programming language.
- f. Experience must include design and development using the Unity 3D Game Engine.
- g. Experience must include the deployment of virtual machines.
- h. Experience must include the management and maintenance of storage area network/network attached storage devices.

- i. Able to maintain current and future required certifications and trainings associated with this position.

#### 4.7.1 Qualifications Technical Solutions: Learning Ecosystem Architect

- a. Interim Secret to start, must be able to receive and Maintain a TS/SCI within first year.
- b. Minimum of 6-years' experience using, and troubleshooting programs, scripts, and applications to maintain courseware, maintain training aids, alpha and beta test software, and integrate courseware into Learning Management System(s) and other learning support tools.
- c. Compliant with DOD 8570 at the IAT Level 2.

#### 4.8 Qualifications for Learning Systems Administrator

- a. Minimum 4 years' experience which includes administering and deploying learning system products and network systems for a training environment. Experience troubleshooting, testing, and maintaining system software and databases to ensure strong optimization and functionality for training products.
- b. Experience documenting and developing detailed technical specifications, customizations, features, integrations, and learning system details.
- c. Experience supporting desktop and web applications data integration solutions, while ensuring that projects meet business requirements, fulfill end-user requirements, and system issues are resolved.
- d. Experience must include coding in C# programming language.
- e. Compliant with DOD 8570 at the IAT Level 1.

#### 4.8 Basic Qualifications for Software Developer

- a. At minimum a secret clearance unless otherwise noted
- b. Experience must include coding in C# programming language.
- c. Experience must include design and development using the Unity 3D Game Engine.
- d. Conceptualizing, developing, and supporting web applications and data integration solutions, while ensuring that software projects meet business requirements, fulfill end-user requirements, and software issues are resolved.
- e. Compliant with DOD 8570 at the IAT Level 1.

#### 4.8.1 Qualifications for Software Developer – Expert

- a. Interim Secret to start, must be able to receive and Maintain a TS/SCI within first year.
- b. Minimum 6 years' experience which includes developing and deploying new features to existing training products. Troubleshooting, testing, and maintaining software and databases to ensure strong optimization and functionality. Creating efficient and reusable code with extensive test coverage and modern technologies.
- c. Experience documenting detailed technical specifications, customizations, features, integrations, and software detail for training solutions.
- d. Collaborating with subject matter experts and end-users on the analysis, design, and testing of web applications and system integrations.

#### 4.8.2 Qualifications for Software Developer – Senior

- a. Minimum 4 years' experience which includes developing and deploying new features to existing products with emphasis on training material. Experience troubleshooting, testing, and maintaining software and databases to ensure strong optimization and functionality.
- b. Creating efficient and reusable code with extensive test coverage and modern technologies.
- c. Experience documenting and developing detailed technical specifications, customizations, features, integrations, and software detail.

#### **4.9 Basic Qualifications for LIB Copy Editor**

- a. At minimum a secret clearance unless otherwise noted
- b. Bachelor's Degree
- c. Extensive working knowledge of MS Office Suite applications and Adobe applications for publication editing; example Adobe Acrobat Pro.

##### **4.9.1 Qualifications for Copy Editor – Senior**

- a. Minimum 4 years' experience writing and developing technical and requirements documents IAW USAICoE, Army, DoD, and Industry writing standards. Experience must reflect the ability to proofread, revise, and produce documents ready for publication or dissemination following professional standards for pagination and format.
- b. Experience must include taking documents of varying document formats and file types and converting them into a final document format for publication.
- c. Experience must include performing quality control of written, scripted, or narrated content.

##### **4.9.2 Qualifications for Copy Editor – Intermediate**

- a. Minimum 2 years' experience writing and developing technical and requirements documents IAW USAICoE, Army, DoD, and Industry writing standards. Experience must reflect the ability to proofread, revise, and produce documents ready for publication or dissemination following professional standards for pagination and format.
- b. Experience must include taking documents of varying document formats and file types and converting them into a final document format for publication.
- c. Experience must include performing quality control of written, scripted, or narrated content.

#### **4.10 Basic Qualifications for Rapid Developer**

- a. At minimum a secret clearance unless otherwise noted.

##### **4.10.1 Qualifications for Rapid Developer - Expert**

- a. Interim Secret to start, must be able to receive and maintain a TS/SCI within first year.
- b. Bachelor's Degree.
- c. Minimum 6 years' experience in education, training, or as an educator in a certified teaching discipline. Experience preference towards addressing the educational needs of adults for distance/distributed learning. Experience with designing learning programs, activities, and curriculum that use technology to enhance learning.

- d. Experience must include a minimum of 2 years developing learning programs using industry recognized distributed learning authoring tools; examples include Adobe Captivate and Articulate Storyline.
- e. Education must include at least 24 semester credits focused on educational research, learning theory, education technology, instructional design, or other related education themed courses. Courses focusing on the administration or fiscal requirements of education related organizations do not count towards the credit requirement.

#### 4.10.2 Qualifications for Rapid Developer –Senior

- a. Minimum 4 years' experience in education, training, or as an educator in a certified teaching discipline. Experience preference towards addressing the educational needs of adults for distance/distributed learning.
- b. Experience must include some use of industry recognized distributed learning authoring tools; examples include Adobe Captivate and Articulate Storyline.
- c. Education must include at least 24 semester credits focused on either: educational research, learning theory, education technology, instructional design, or other related education themed courses. Courses focusing on the administration or fiscal requirements of education related organizations do not count towards the credit requirement.

### 4.11 Basic Qualifications for Motion Graphic Designer

- a. At minimum a secret clearance unless otherwise noted.
- b. Bachelor's Degree
- c. Expertise with concept, design and leading of 3D animations and motion graphics for inclusion in video projects. Must possess artistic visual acuity, basic ability to draw, knowledge of color, composition, and tools of the trade.

#### 4.11.1 Qualifications for Motion Graphic Designer – Expert

- a. Minimum 4 years' experience with research, design, selection, and production of visual information material using the most appropriate and cost-effective method to best portray the subject matter to meet the training objective.
- b. Minimum of 2 years if combined with an associate degree in Graphics, Motion Animation, or related field.
- c. Must possess creative talent and minimum 4 years using core creation tools such as Adobe professional Creative Cloud and standalone applications, namely Premiere and After Effects at a minimum.

#### 4.11.2 Qualifications for Video Production Specialist – Senior

- a. Minimum 4 years' experience with research, design, selection, and production of visual information material using the most appropriate and cost-effective method to best portray the subject matter to meet the training objective.
- b. Experience in video acquisition from cameras, remote and in-studio. Design and configure edit suites with high-end displays, sound system monitoring, and professional software.



- c. Must possess understanding of the complete video production workflow from pre-production through postproduction. Deep knowledge of professional software and gear through experience and/or training is essential.
- d. Minimum 4 years' experience in video editing and compositing expertise utilizing specialized graphic software programs such as Adobe Suites, including Adobe Premier Pro, Adobe Premier Pro, and Adobe Audition.

#### **4.12 Basic Qualifications for Multimedia Artist**

- a. At minimum a secret clearance unless otherwise noted
- b. Bachelor's Degree

##### **4.12.1 Qualifications for Multimedia Artist (Lead) Expert**

- a. Interim Secret to start, must be able to receive and maintain a TS/SCI within first year.
- b. Minimum 4 years' experience in performing graphic design. Using commercial graphic software to design art and copy layouts for materials to be presented visually in technical documents; promotional materials; or presentations on websites, external and off premises storage media or other visual communication media.
- c. Making critical design and layout decisions and selecting media and presentation styles.
- d. Planning presentations and/or documents that include illustrations and text. Developing style sheets, logos, or graphic standards for printed or electronically published materials.
- e. Experience reviewing final layout and suggesting improvements as necessary.
- f. Must have experience working closely with technical staff, software designers, training developers, product requestors, various collaborators and/or management.
- g. Capturing process flows and improvements for multimedia production and standardization.
- h. Must possess creative talent and minimum 3 years using core creation tools such as Adobe Creative Cloud programs; examples Photoshop, Lightroom, or Illustrator at a minimum. Core creation tools may include 3D applications and are not exclusive to 2D creation tools.

##### **4.12.2 Qualifications for Multimedia Artist –Expert**

- a. Minimum 3 years' experience in performing graphic design. Using commercial graphic software to execute designs for art and copy layouts for materials to be presented visually in technical documents; promotional materials; or presentations on websites, external and off premises storage media or other visual communications media. Preparing illustrations and samples of proposed designs.
- b. Working closely with technical staff and/or technical writers
- c. Must possess creative talent and minimum 3 years using core creation tools such as Adobe Creative Cloud programs; examples Photoshop, Lightroom, or Illustrator at a minimum. Core creation tools may include 3D applications and are not exclusive to 2D creation tools.

##### **4.12.3 Qualifications for Multimedia Artist – Senior**

- a. Associate degree or equivalent technical certification

- b. Minimum 2 years' experience in performing graphic design. Using commercial graphic software to execute designs for art and copy layouts for materials to be presented visually in technical documents; promotional materials; or presentations on websites, external and off premises storage media or other visual communications media. Preparing illustrations and samples of proposed designs.
- c. Experience working closely with technical staff and/or technical writers.
- d. Must possess creative talent and minimum 2 years using core creation tools such as Adobe Creative Cloud programs; examples Photoshop, Lightroom, or Illustrator at a minimum. Core creation tools may include 3D applications and are not exclusive to 2D creation tools.

#### **4.13 Basic Qualifications for Instructional Designer**

- a. At minimum a secret clearance unless otherwise noted

##### **4.13.1 Qualifications for Instructional Designer – Expert**

- a. Interim Secret to start, must be able to receive and maintain a TS/SCI within first year.
- b. Bachelor's Degree.
- c. Minimum 6 years' experience in education or as an educator in a certified teaching discipline. Experience preference towards addressing the educational needs of adults for resident learning. Can design learning programs, activities, and curriculum that use a mixture of learning modalities to enhance adult learning.
- d. Experience must include a minimum of 2 years developing resident learning programs and curriculums.
- e. Education must include at least 24 semester credits focused on educational research, learning theory, education technology, instructional design, or other related education themed courses. Courses focusing on the administration or fiscal requirements of education related organizations do not count towards the credit requirement.

##### **4.13.2 Qualifications for Instructional Designer – Senior**

- a. Top Secret Clearance or Secret Clearance
- b. Minimum 4 years' experience in education or as an educator in a certified teaching discipline. Experience preference towards addressing the educational needs of adults for resident learning. Designing learning programs, activities, and curriculum that use a mixture of learning modalities to enhance adult learning.
- c. Experience must include participating in the development of resident learning programs and curriculums.
- d. Education must include at least 24 semester credits focused on educational research, learning theory, education technology, instructional design, or other related education themed courses. Courses focusing on the administration or fiscal requirements of education related organizations do not count towards the credit requirement.

#### **4.14 Basic Qualifications for Learning Engineer**

- a. At minimum a secret clearance unless otherwise noted.

##### **4.14.1 Qualifications for Learning Engineer - Expert**

- a. Bachelor's Degree. Education must include at least 24 semester credits focused on educational research, learning theory, education technology, instructional design, or other related education themed courses. Courses focusing on the administration or fiscal requirements of education related organizations do not count towards the credit requirement.
- b. Minimum 8 years' experience in education, training, or as an educator in a certified teaching discipline. Education may decrease minimum experience required to 6 years (master's degree) or 4 years (Doctoral degree). Experience should reflect addressing the educational needs of adults for resident learning.
- c. Experience in Designing learning programs, activities, and curriculum that use a mixture of learning modalities to enhance adult learning.
- d. Experience must include a minimum of 2 years developing resident or distributed learning programs and curriculums.
- e. Providing weekly and monthly product synchronization updates.
- f. Experience in being primary point of contact for large projects and aligning and managing available resources to effectively manage projects to completion. Experience in mediating and providing risk assessments relating to remediating product quality, professionalism, or performance issues.
- g. Must be familiar with both resident and distributed learning methods and learning platform requirements.