



U.S. Immigration and Customs Enforcement

U.S. Department of Homeland Security
Immigration and Customs Enforcement
Office of Chief Information Officer

Scalable Ways to Implement Flexible Tasks (SWIFT)

Attachment 2

Performance Work Statement (PWS)

Platforms as a Service (PaaS)

Task Order (TO): PaaS TO 4 -PaaS Office of Human Capital
(OHC) Human Resources (HR) Support

September 15, 2023

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1.0 PROJECT OBJECTIVE(S)

This Performance Work Statement (PWS) is in support of the Department of Homeland Security (DHS), Immigration and Customs Enforcement (ICE), Office of Chief Information Officer (OCIO), Solutions Delivery Division (SDD). Solution(s) will be created using the scope and definitions defined in the SWIFT Contract and outlined herein.

The purpose of this acquisition is to support ICE in the creation, configuration, support and maintenance of Platform as a Service.

2.0 BACKGROUND

ICE is the largest investigative arm in DHS and is responsible for identifying and shutting down vulnerabilities in the nation's border, economic, transportation and infrastructure security.

DHS was created by enactment of HR 5005, the Homeland Security Act of 2002. DHS' primary mission is the protection of the American people and includes the following:

- Preventing terrorist attacks within the United States
- Reducing the vulnerability of the United States to terrorism
- Minimizing the damage, and assisting in the recovery, from terrorist attacks that do occur with the United States

The Office of Chief Information Officer (OCIO)

OCIO is responsible for the overall management, planning, development, deployment, operation, maintenance, coordination, and evaluation of ICE technology programs and activities. Specific responsibilities include the following:

- Acquisition and support of information technology (IT) and telecommunications hardware, software, and services
- Requirements-based design and development of unique IT to support ICE mission objectives
- Technology support of existing IT applications
- Development, implementation, and evaluation of the effectiveness and efficiency of ICE OCIO programs including, resource utilization, and service delivery
- Integration of ICE strategic planning with automated information systems strategic planning activities to produce high - mission results
- Ensuring compliance with DHS / ICE Capital Investment, IT Investment Management, System Lifecycle Management (SLM), and IT Security policies and procedures.

Systems Delivery Division (SDD) / Enterprise Platform Services Branch (EPSB)

Within the ICE OCIO, the Solutions Delivery Division (SDD) has a mission to provide development, modernization, and enhancement support of all IT applications and infrastructure in support of the ICE mission. The Enterprise Platform Services Branch (EPSB), within the division, is responsible for standardized offerings across multiple domains, technologies, and devices to accelerate delivery of technology capabilities to ICE. EPSB is organized in four separate work domains: Platform as a Service (PaaS), Hyper Automation, Analytics and Visualization, and Collaborative Services. This task order will support the Platform as a Service (PaaS) domain.

The Platforms as a Service (PaaS) Domain

The Platforms as a Service (PaaS) Domain specializes in IT and business service management allowing users to build and take advantage of “self-service” solutions. The solutions in this domain promote real-time communication, collaboration, and resource sharing. The focus of the PaaS domain is to create modernized solutions within the platform(s) to deploy workflow automation with an emphasis on enhanced user experience, including self-service and mobility.

The PaaS goals for each solution are to: Ensure continuous delivery of services; Implement industry tools and standards with a structured approach; Provide proactive delivery solutions; implement a process that delivers governance; Deliver governance functions and processes /operating model; Measurable governance performance; Combine processes, best practices, management, and end user support. The Contractor shall develop low code custom developed applications that align with mission need and Operations and Maintenance (O&M) support. Operational support will encompass general support, bug fixes and patching, application troubleshooting for any identified issues, coordination with other OCIO divisions in the identification and resolution of these problems, user management, and support for site and system changes due to changes to external data sources as well as other similar O&M activities.

3.0 SCOPE OF WORK

The Contractor will provide solution(s) as defined in this section 3.0 Scope of Work and 4.0 Tasks herein. Solutions shall adhere to all policies and standards defined in SWIFT IDIQ for PaaS. This includes providing ICE projects with all necessary software configuration, customization, administration, operation and maintenance (O&M), help desk services, development and performance monitoring in support of these automation tools.

For each solution, ICE will provide the following roles:

- Business Owner – ICE Business Unit manager who represents the operational needs of the business unit and the system users. The individual performing this role may also be the Project Sponsor or Business Project Manager.
- Product Owner – The ICE Business Unit’s principal liaison with OCIO, or ITPM; has vested interest in the development of the product; provides direction and prioritization for the product’s implementation. May be the same person as the Business Owner.
- System/Solution IT Project Manager – Responsible for the contracts, budgets, and schedules that support the product’s development; responsible for all development/implementation activities.
- The Task Order will be managed by an OCIO ITPM.

Proprietary Solutions

The Contractor shall discuss and receive approval for the inclusion of any proprietary solutions with the Government OCIO ITPM prior to development or implementation/installation on Government systems.

ServiceNow HR Service Delivery (HRSD)

ICE’s ServiceNow HRSD is a module on the ServiceNow platform that digitalizes, organizes, and streamlines a wide array of HR services on a single, uniform web portal. ServiceNow HRSD can be a solution to siloed back-end HR systems: it has an extensive range of HR functionalities

and is designed to integrate with your existing HR technology landscape. HRSD additionally acts as a bridgehead for a unified experience and service delivery across departments, and it promotes self-service as much as possible.

User Experience

Work within this Task Order requires customer and user experience as a critical part of the maintenance and delivery of applications and services within the ICE Enterprise Platform as a Service Environment. Teams shall have strong UI/UX/CS (User Interface/User Experience/Customer Experience) skills and a UI/UX/CX expert or other service delivery manager focused on the satisfaction of users receiving the best experience possible. Solutions must be architected with the user first with development timelines adjusted as needed. Contractor shall ensure user adoption, including knowledge articles, training guides, or other innovative solutions to train and inform government personnel on products and solution required as part of the user experience.

3.1 PaaS OHC HR Activities CLINs 0001, 1001, 2001, 3001, 4001 (FFP)

As the Office of Human Capital (OHC) supports systems and employees, past, present, and future, it is critical that solutions are operational, efficient, and secure. CLIN 0001 focuses on supporting, configuring and enhancing those applications after implementation through support to the office and the users. Understanding of the importance of these systems to the employees highlights the criticality of intuitive, easily navigable, working systems. While these systems range in complexity, members of the team supporting this CLIN must be proactive, customer focused, and ensure applications are operational.

CLIN Objectives:

- Ensure applications are operational and allow for the best user experience
- Support the customer community
- Identification of innovation opportunities for enhanced use of emerging technologies
- Provide excellent customer service within the Agency, other DHS components, and other Federal Agencies
- Maintain compliance with policies, procedures and governance

The scope of the anticipated CLIN is to provide the ICE OHC with organizational change management. The scope includes activities to ensure uptime, availability of resources, reliability, and adherence to policy and procedures. This CLIN will consist of O&M work with activities and tasks described in Section 4.1 of this PWS. The Women in Law Enforcement (WLE) solution in CLIN 0003 along with current and future systems will be supported by this CLIN as well as additional solutions developed and put into O&M. Additional development efforts are assumed to be estimated in the Agile Optional CLINs (0006-0020) and then supported in this CLIN for continued O&M.

The Contractor shall provide and maintain a minimum of 1 Sr. Analyst that will focus on WLE and other systems as well as 1 technical resource for O&M Tier 2/3 break-fix support (including the escalation of production issues from Tier 1 (ICE Service desk) to Tier 2 & 3) and configuration and issue resolution. All Contractors are expected to focus on user experience

(UI/UX), security and have the required soft skills to work with the OHC and customers to best meet their needs. During the base year, the technical resource shall provide approximately 25% time. The Contractor shall assume that on average 1-3 Agile medium solutions are added to the scope of this CLIN's O&M and thus should show escalation across the Option Years to accommodate if and as necessary.

3.2 PaaS OHC HR Activities Surge (CLIN 0002, 1002, 2002, 3002, 4002) (LH) (OPTIONAL)

CLIN 0002 is an optional CLINs that may be exercised in the base or option years for additional labor to support PaaS O&M. As an optional CLIN this requirement(s) may be exercised by the contracting officer in response to a business need by the Contracting Officer Representative (COR). Prior to exercising the option, the contracting officer will coordinate with the program office on the need for labor categories. Not all labor categories listed may be exercised in each option period. Sample labor categories for this CLIN may include:

- Journeyman Software Developer, Systems Software
- Senior Software Developer, Systems Software
- Journeyman Software Quality Assurance Engineer and Tester
- SME - Software Developer, Systems Software
- Senior Management Analyst

3.3 Women in Law Enforcement (WLE) CLIN 0003, 1003, 2003, 3003, 4003 (FFP)

The Women in Law Enforcement (WLE) and Diversity, Equity, Inclusion, and Accessibility (DEIA), enterprise-wide technical solution is in pursuant to Executive Order (EO) 13985 and 14035, issued by President Biden. "This order establishes that diversity, equity, inclusion, and accessibility are priorities for my Administration and benefit the entire Federal Government and the Nation, and establishes additional procedures to advance these priorities across the Federal workforce."

The goal is to employ an enterprise-wide and mobile capable technology solution for WLE that will improve recruiting efficiency by attracting a higher number of female new hires into ICE's "talent pipeline," specifically for Deportation Officers (GS-1801) and Special Agents (GS-1811) occupational series. The solution will enable applicants and recruiters to track and manage movement in the system in real-time while providing transparency in the workflow process from Recruitment to Career Progression and assist U.S. Immigration and Customs Enforcement (ICE) in evaluating the efficacy of its recruitment efforts while strengthening ICE's talent pipeline. The information technology tool that will track and maintain the candidate's status in the recruitment, retention, and career promotion pipeline will require O&M funding. This will support ICE DEIA strategies to evaluate and address barriers to opportunities and benefits for minorities, women, and other underserved groups. More specifically it will provide a focus on recruitment, retention, and career progression for women in mission-critical and leadership roles.

To address this, the Agency is focusing on three strategic priorities (Recruitment, Retention, and Career Progression) to increase the participation rates of women at all grade levels with an emphasis on 1801 and 1811 occupational series. This plan recommends enacting policies, practices, communications, and procedures to level the playing field, and support all women throughout their careers.

	Recruitment	Retention	Career Progression
<i>Objectives</i>	The objective is to improve recruiting efficiency by attracting a higher number of female new hires, specifically for 1801 and 1811 roles; through internal support structures and advisement to new hires	The objective is to provide options for flexibility and shared resources that support sustainable careers at ICE	The objective is to create an understanding of career progression; provide critical professional skills to support career ambitions; and support development by providing insight, information, skills, and options useful for career development
<i>Immediate Actions</i>	<ul style="list-style-type: none"> • Strategic Recruiting Plan • Implement Bona Fide Occupational Qualification (BFOQ) • Recruiter Toolkit • Fitness Remediation Programs • FLETC-focused Tactics 	<ul style="list-style-type: none"> • Flexibility Training • Enhance PWP Guidance • Plan RETENTION Program 	<ul style="list-style-type: none"> • Centralize Career Information on portal • Awards Communications • Temporary Duty Assignment • Coaching & Mentoring Communications • Create Transparency in the Promotion Process • Leverage Successful Programs at ICE
<i>Long Term Actions</i>	<ul style="list-style-type: none"> • Strategic Recruiting Plan • Implement Bona Fide Occupational Qualification (BFOQ) • Recruiter Toolkit • Fitness Remediation Programs • FLETC-focused Tactics 	<ul style="list-style-type: none"> • Establish Annual Assessment Process • Create Colocation Policy 	<ul style="list-style-type: none"> • Assess Candidate Development Program • Assess ICE Succession Planning Program • Promotional Process Review

3.4 Women In Law Enforcement (WLE) Surge CLIN 1004, 2004 (LH) (OPTIONAL)

CLIN 0004 is an optional CLINs that may be exercised in each or all option years for additional labor to support the Women in Law Enforcement solutions as described in Section 3.3 of the PWS. As an optional CLIN this requirement(s) may be exercised by the contracting officer in response to a business need by the Contracting Officer Representative (COR). Prior to exercising the option, the contracting officer will coordinate with the program office on the need for labor categories. Not all labor categories listed may be exercised in each option period. Sample labor categories for this CLIN may include:

- Journeyman Software Developer, Systems Software
- Senior Software Developer, Systems Software
- Journeyman Software Quality Assurance Engineer and Tester
- SME - Software Developer, Systems Software
- Senior Management Analyst
- Journeyman Management Analyst

3.5 Human Capital(HC) LINK CLIN 0005 (FFP)

CLIN 0005 supports the OHC in providing development, O&M and configuration support to a solution previously built in the ServiceNow environment. The solutions noted below is in a stage whereas a Minimally Viable Product (MVP) has been delivered to the Agency. HC Link – an intake solution for ICE users (past, present, and future) to request information or support from the OHC. Tasks include

- Enhancements for existing workforce and HR personnel user experience
- Standardized and ad hoc reporting by HR Personnel
- UI Enhancement Requests to include but not limited to
 - have buttons on middle or right instead of left side,
 - enhance section labels,
 - potential attention-grabbing features,
 - re-orientation of “My Work” to mimic views of current dashboard,
 - add home button to portal, etc.
- Enhance filtering capabilities to add filters needed to make reporting tools user friendly and appropriate for HC Link fulfillers.
- Improved Managerial and administrative functionality to enhance closure and cancel to return ticket to inbox, notifications to fulfillers,
- Review fulfiller ticket allocation, etc.
- Provide training and documentation to include user guides, recordings, etc.,
- Provide full triage on all helpdesk support inquiries and tickets to full completion for all three applications.

3.6 APMS, TW/RW, Activities Surge (CLIN 0006, 1006, 2006, 3006) (LH) (OPTIONAL)

CLIN 0006 is an optional CLIN that may be exercised in each or all option years for additional labor to support the creation and support of the following systems:

- APMS (Automated Performance Management System) – A year round automated system to track employee performance, recognition, and performance appraisal throughout the mid-year and yearly review periods.
- TW (Telework Request System) – a request and approval system for employees to request Telework within the Agency. Requests are tracked, managed and reported by the OHC.
- RW (Remote Work Request System) – a request and approval system for employees to request Remote Work within the Agency. Requests are tracked, managed and reported by the OHC.

As an optional CLIN this requirement(s) may be exercised by the contracting officer in response to a business need by the Contracting Officer Representative (COR). Prior to exercising the option, the contracting officer will coordinate with the program office on the need for labor categories. Not all labor categories listed may be exercised in each option period. Sample labor categories for this CLIN may include:

- Journeyman Software Developer, Systems Software
- Senior Software Developer, Systems Software
- Journeyman Software Quality Assurance Engineer and Tester

- SME - Software Developer, Systems Software
- Senior Management Analyst
- Journeyman Management Analyst

3.7 Optional Agile Sprints (FFP)

ICE may require additional support for new projects that are unknown at this time. Projects will fall into one of the Agile sizes below and a respective CLIN exercised by the Contracting Officer.). Within each exercised CLIN, the scope of work will include discovery, development, configuration, implementation, stabilization, and training/technical writing as required by the work within an agile environment. The Government will decide the appropriate sizing of the Agile team before the CLIN is exercised. Upon implementation, the Contractor shall incorporate the solution into CLIN 0001 PaaS OHC HR Activities for O&M. As stated previously, pricing of CLIN 0001 should reflect an increase of an estimated 1-3 medium Agile solutions per option year.

Offerors may propose alternative labor categories per CLIN as well as additional or fewer labor categories in compliance with the SWIFT IDIQ. All sprints in the Agile solution should include at least one technical and one business resource throughout the sprint unless otherwise agreed to with the Government.

Performance Metrics will be defined at the start of the Agile CLIN by the Government COR and ITPM, once a backlog is created for the scope of work and tied to the completion of stories within the backlog. An example of performance metrics are shown below. At the end of the exercised CLIN, Quality Level will be identified for CPARS by the COR and ITPM. See Section 7.0 Performance Standards of this document for more information.

3.8 Agile Small *up to 2 per year (CLIN 0007-0008, 1007-1008, 2007-2008, 3007-3008) OPTIONAL (FFP)

Agile Teams				
Small	Size of team (FTE)	3		
	Types of Iterations	Discovery + Development		
	Weeks of Iteration	3		
	Sprints	4		
	Labor Mix			
	Labor Category		FTE	Hours
	Journeyman ScrumMaster		0.5	240
	Journeyman Management Analyst		1	480
Journeyman Software Developer, Applications		1	480	
Senior Software Developer, Applications		0.5	240	
Journeyman Software Quality Assurance Engineer and Tester		0.5	240	

3.9 Agile Medium *up to 2 per year (CLIN 0009-0010, 1009-1010, 2009-2010, 3009-3010) OPTIONAL (FFP)

Medium	Size of team (FTE)	4			
	Types of Iterations	Discovery + Development			
	Weeks of Iteration	3			
	Sprints	8			
	Labor Mix				

3.10 Agile Large *up to 3 per year (CLIN 0011-0013, 1011-1013, 2011-2013, 3011-3013) OPTIONAL (FFP)

Large	Size of team (FTE)	6.5		
	Types of Iterations	Discovery + Development		
	Weeks of Iteration	3		
	Sprints	12		
	Labor Mix			
	Labor Categories		FTE	Hours
	Journeyman Information Technology Project Manager		0.5	720
	Journeyman ScrumMaster		1	1440
	Journeyman Management Analyst		1	1440
Journeyman Software Developer, Applications		2	2880	
Senior Software Developer, Applications		1	1440	
Journeyman Software Quality Assurance Engineer and Tester		1	1440	

4.0 TASKS

The Contractor shall propose Agile teams that will perform software development services to support the mission critical needs and priorities to ensure secure and efficient operations.

The Agile teams will include “full stack” expertise and will have the full set of responsibilities for development, security, testing, and managing data and code in production. The Contractor will use a Continuous Integration / Continuous Delivery (CI/CD) approach and is expected to adopt cutting edge best practices for IT delivery. Team members will be proficient in cloud-enabled systems and designing and developing solutions in a modern technical stack, ensuring secure solutions which are easy to maintain.

Critical elements of the Agile teams will be:

- High productivity
- High quality work
- High level of initiative and ownership
- Collaboration and cooperation with other DHS teams and participants, including other contract teams, such as ICE OHC, ICE OCFO, and OCIO Business Systems Support Program, etc. and other contract support teams.
- Technical skills and expertise related to any technologies listed in the PWS.
- Estimation and planning skills
- Innovation and creativity in problem solving

The Contractor shall adopt evolving ICE OCIO design and coding standards during their application development.

The contractor shall provide technical methods, techniques, and concepts that are innovative, practical, cost-effective, and conducive to agile application development. The contractor shall develop IT capabilities based on requirements that are evolving and emerge as the business climate shifts. It should be noted that the requirements will evolve, as mission needs and priorities shift, and Agile teams will constantly work according to the priorities and direction established by ICE OCIO.

Tasks and activities shall be in accordance with the guidelines and requirements specified in the Scalable Ways to Implement Flexible Tasks (SWIFT) Request for Proposal (RFP) and Performance Work Statement (PWS).

The Contractor shall discuss and receive approval for the inclusion of any proprietary solutions with the Government OCIO ITPM prior to development or implementation/installation on Government systems.

4.1 PaaS OHC HR Activities CLIN 0001, 1001, 2001, 3001, 4001

The activities that the Contractor shall provide in the base year include support, customer service and organizational change management tasks related to OHC HR solutions as well as CLIN 0003 (Women in Law Enforcement -WLE). Tasks many include but are not limited to

- Identifying, assessing, planning and implementing changes within OHC solutions to improve efficiency and effectiveness.
- Support and development of strategies to manage implementation of solutions
- Collaborate with and support stakeholders and customers
- Operations and Maintenance, configuration, enhancement support or coordination with support teams
- Security, policy and procedural adherence

4.2 PaaS OHC HR Activities Surge CLIN 0002, 1002, 2002, 3002, 4002 OPTIONAL

Tasks for developer support exercised in CLIN 0002 include development and support of the OHC HR solutions and CLIN 0001 through activities such as those listed below.

- Building/Grooming the Agile Backlog
- Story Point Estimation
- Solution Design
- Documentation
- SCRUM Master responsibilities
- Development or configuration of solution(s) using the associated Platform as a Service
- Testing
- Training
- Troubleshooting
- Coordination, Collaboration with other teams or team members

4.3 Women in Law Enforcement (WLE) CLIN 0003, 1003, 2003, 3003, 4003

The high level technical objectives of the Women in Law Enforcement CLIN includes the following

- Discovery and business analysis sprints will be used to gather initial requirements.
 - Implementation of the ServiceNow HRSD module
 - Interface HRSD with Data Sources as needed to build WLE solutions.
 - Initial focus will be on building out Candidate Tracking
 - Additional capabilities will be determined and prioritized during Discovery sessions.
 - Requirements will be used to lay out the Project Roadmap to include a notional Milestones timeline.
 - Agile methodology will be used throughout the development lifecycle.
- A full-time Journeyman Information and Technology Project Manager support resource is needed as stated in PWS Section 3.3

The contractor shall provide technology solutions to support the following actions.

4.3.1 Short Term Actions

4.3.1.1 Recruitment

Recruiter Toolkit- Develop toolkit for ICE recruiters including materials/FAQs that might be areas of interest for female Law Enforcement Officer (LEO) applicants, and centralized contact list for all recruiters.

Fitness Remediation Programs- Develop a Standardized Physical Fitness Remediation Program for Field Operations Division (FOD) and (Special Agent in Charge) SAC offices to administer to employees that do not pass Physical Fitness Test (PFT) in Federal Law Enforcement Training Center (FLETC) causing disenrollment. Leverage successful remediation programs currently in use by some field offices that have enabled employees to return to FLETC and pass the PFT.

FLETC-focused Tactics- Leverage the ICE Mentoring for Women (IM4W) program as a support for recent FLETC graduates; assess status of ICE progress to address any gaps (FLETC student, Physical Training (PT) uniforms, and Defensive Tactic (DT) equipment that fit female trainees; 1801 replacement uniforms that fit female DOs); leverage FLETC app to provide information on what to expect at FLETC, retirement/benefits, pre-FLETC orientation, and resources important to female hires (e.g., pregnancy, childbirth, nursing).

4.3.1.2 Retention

Flexibility Training- Launch Flexible Work Environment Training for Supervisors and Employees

Enhance PWP Guidance- Develop guidance for Senior Executive Service (SES) PWPs so that Leading People competency is considered as part of leveraging diversity element SES support/action in furtherance of ICE Executive Diversity and Inclusion Advisory Committee's (EDIAC) WLE Action Plan.

Plan RETENTION Program- Develop a schedule and communications plan for the RETENTION Program leveraging the large collection of EAP and policy materials that are readily available.

4.3.1.3 Career Progression

Centralize Career Information on Insight and HSINET- Place all current career progression and promotion paths/requirements on Insight and HSINET Career Opportunities Portal and update regularly as changes occur.

Awards Communications- Establish quarterly deadlines and communication strategy for all awards to encourage the use of this authority throughout the year

Leverage Successful Programs at ICE- Leverage component specific programs for use ICE-wide as appropriate, while providing latitude for component specific programs to address unique issues/differences. (Hardship Transfer Policy, SAC Advisory Board-career path, Promoting Women in ERO Working Group).

Temporary Duty Assignment- Improvements to developmental TDYs by allowing flexibilities such as remote HQ tours when feasible, and a requirement that all promotional details be developmental by assigning ECQ building blocks in the job description.

Coaching & Mentoring Communications- Develop plan to enhance communication regarding ICE Coaching and Mentoring Programs to increase participation, particularly for women LEOs. Include videos/InSight features regarding coaching and mentoring success stories.

Create Transparency in the Promotion Process- ICE requirement for proactive transparency through job announcements regarding deviations from established career progression/promotion requirements.

Leverage the ICE Succession Planning Program- HSI and ERO leverage the ICE Succession Planning Program to further develop diverse group of GS-14 and GS-15 leaders by providing SES mentorship opportunities to program participants.

4.3.2 Long Term Actions

4.3.2.1 Recruitment

Increase Female Instructors - Develop a plan to increase number of female tactical and firearms instructors at FLETC.

Career Development/Progression Program - Establish a Career Development/Progression Program to GS-1811 and GS-1801 series for interns and fellows, as well as other job series that are a logical pathway to GS-1811 or GS-1801 (e.g., ERAs, IRS, TEOs, etc.). Consider flexibility in the program for interns/fellows to be considered for permanent conversion to multiple series (e.g., GS-1811, GS-1801, IRS, etc.).

Acquire Technology Solution - Develop/Acquire technology solution that allows applicants and recruiters to track movement in the system to be more transparent, interactive, and real-time, and assists ICE in assessing the efficacy of its recruitment efforts.

Assess adopting the FLETC Physical Efficiency Battery – Evaluate the current standards that are tailored to gender and age.

Evaluation should also consider whether ERO standards should be based on non-fugitive operations work and then more rigorous standards used for ERO fugitive operations personnel (akin to Special Response Teams (SRT) model where you have different requirements and testing to be considered for the program).

Review FLETC Physical Fitness Standard Pass Rates - Determine pass rates by gender, benchmark use of gender-norming physical fitness standards or other approaches that account for physical differences by with other federal law enforcement agencies, Department of Defense (DoD) and United States Coast Guard (USCG).

Prepare report documenting findings and making recommendations to address any gender disparate results.

4.3.2.2 Retention

Establish Annual Assessment Process - EDIAC establishes annual assessment process for progress and effectiveness of this action plan and agency results in achieving greater diversity. Review process would also include ability to update the action plan based on EDIAC's assessment.

Create Spousal or Partner Colocation Policy - Allow spouses or partners to be assigned to a location within a 50 mile radius.

4.3.2.3 Career Progression

Assess Applicant Results from Candidate Development Program (CDP) – Determine applicant success as a result of participation in CDP. If necessary, create a training program, like the USSS, to advertise and prepare ICE applicants for the CDP.

Assess ICE Succession Planning Program - Determine how the ICE Succession Planning Program impacts the promotion of women and/or minorities and adjust, as needed.

Promotional Process Review - Review promotional processes for 1811s and 1801s and develop recommendations for improving current processes and achieving greater consistency.

4.4 Women in Law Enforcement Surge CLIN 1004, 2004 (OPTIONAL)

Tasks for developer support under PWS Section 3.3 includes development and support of the WLE solution and Section 3.4 through activities such as those listed below.

- Building/Grooming the Agile Backlog
- Story Point Estimation
- Solution Design
- Documentation
- SCRUM Master responsibilities
- Development or configuration of solution(s) using the associated Platform as a Service
- Testing
- Training
- Troubleshooting
- Coordination, Collaboration with other teams or team members

4.5 HC LINK CLIN 0005

The Tasks associated under PWS Section 3.5 are listed below:

- Building/Grooming the Agile Backlog
- Story Point Estimation
- Documentation
- SCRUM Master responsibilities

- Testing
- Training
- Troubleshooting
- Coordination, Collaboration with other teams or team members

4.6 APMS/TW/RW Activities Surge CLIN 0006, 1006, 2006, 3006 (OPTIONAL)

Tasks for developer support under PWS Section 3.6 include development and support through activities such as those listed below.

- Building/Grooming the Agile Backlog
- Story Point Estimation
- Solution Design
- Documentation
- SCRUM Master responsibilities
- Development or configuration of solution(s) using the associated Platform as a Service
- Testing
- Training
- Troubleshooting
- Coordination, Collaboration with other teams or team members

4.7 Agile Small * 2 (CLIN 0007-0008, 1007-1008, 2007-2008, 3007-3008)

The tasks associated with a small Agile sprint under PWS Section 3.8 are listed below. Small Agile sprints estimated for completion within 4 (3 week) sprints.

- Building/Grooming the Agile Backlog
- Story Point Estimation
- Solution Design
- Development or configuration of solution(s) using the associated Platform as a Service
- Documentation
- SCRUM Master responsibilities
- Testing
- Training
- Troubleshooting
- Coordination, Collaboration with other teams or team members

4.8 Agile Medium * 2 (CLIN 0009-0010, 1009-1010, 2009-2010, 3009-3010)

The tasks associated with a medium Agile sprint under PWS Section 3.9 are listed below. Medium Agile sprints estimated for completion within 8 (3 week) sprints.

- Building/Grooming the Agile Backlog
- Story Point Estimation
- Solution Design
- Development or configuration of solution(s) using the associated Platform as a Service
- Documentation
- SCRUM Master responsibilities
- Testing

- Training
- Troubleshooting
- Coordination, Collaboration with other teams or team members

4.9 Agile Large * 3 (CLIN 0011-0013, 1011-1013, 2011-2013, 3011-3013)

The tasks associated with a large Agile sprint under PWS Section 3.10 are listed below. Large Agile sprints estimated for completion within 12 (3 week) sprints.

- Building/Grooming the Agile Backlog
- Story Point Estimation
- Solution Design
- Development or configuration of solution(s) using the associated Platform as a Service
- Documentation
- SCRUM Master responsibilities
- Testing
- Training
- Troubleshooting
- Coordination, Collaboration with other teams or team members

5.0 DELIVERABLES AND DELIVERY SCHEDULE

The contractor shall submit all deliverables to the Contracting Officer Representative (COR) and other Government Representatives (to be determined after award) via electronic mail (unless indicated otherwise) and to the ICE OCIO project repository site. Unless otherwise noted, all days are calendar days. The Government anticipates that automated tools shall be used to the greatest extent possible for artifacts associated with SLM documentation, status reports, requirements, quality assurance, databases, schedules, and user interface design. Deliverables will be assessed by the government and returned to the Contractor for updates, if needed. Requests for updated deliverables are due back to the designated Government Representative within two days after return to the Contractor.

Deliverable/Description	Delivery Date/Frequency	Deliver To
Project Status PWS Section 5.1	Maintain a backlog of completed and planned activities with resource assignment.	Accessible to Federal Leads
Monthly Progress Report PWS Section 5.2	Reports should be submitted by 12pm ET on the last day of the Month	Electronic copy: ITPM; COR, ACOR, Business Program Managers/Product Owner

Progress Meetings and Minutes PWS Section 5.3	Daily stand-up/scrums calls (15 minutes), weekly progress meetings (1 hour), monthly program reviews (1 hour), and quarterly program management reviews (two (2) hours) to be held in-person or via teleconference.	Email to Federal Leads or other format as requested by the Government
Financial Reports (Invoices and Funds Status) PWS Section 5.4	Reports shall be submitted on a monthly basis, 5 business days after the end of the month.	Email to Federal Leads and Contracting Officer Representative (COR)
SLM Deliverables PWS Section 5.5	Documentation shall be submitted two (2) business days prior to due date as determined by the ICE SLM processes leads.	Email to Federal Leads and Contracting Officer Representative (COR)
Agile Ceremonies and deliverables PWS Section 5.6	Deliverables and ceremonies as defined in 5.6	ICE Jira and meeting with Federal Leads
Groomed backlog (Stories fully defined with acceptance criteria and pointed) PWS Section 5.6	End of each discovery task	ICE Jira and email to Federal Leads
Quality Control Plan (QCP) PWS Section 5.7	Documentation shall be submitted within seven (7) business days after award.	Email to Federal Leads and Contracting Officer's Representative (COR)
Post Award Conference PWS Section 5.8	Presentation to be scheduled to occur within five (5) days of award	Email to Contracting Officer Representative (COR)
Training and documentation to include user guides, recordings, etc. PWS Section 5.6	End of each sprint	Email to Federal Leads or other format as requested by the Government

5.1 Project Status Report

The Contractor will maintain an online repository, accessible to Government Leads, to include the following:

- Description of work accomplished (accomplishments)
- Work planned for the following week (planned activities)
- Work assignment by resource
- High-level milestone schedule (releases by project) – six (6) month window
- Burndown chart, velocity tracking, and user story backlog (by project)
- Deviations from planned activities (changes in scope)
- Open issues and risks (including remediation plan)

5.2 Monthly Progress Report

The Contractor will prepare a monthly status report for each project. The intended audience includes Government Leads. Monthly status reports are due by 12:00 PM ET on the last day of the month.

The Monthly status report will include:

- Description of work accomplished that Month (accomplishments)
- Work planned for the following Month (planned activities)
- High-level milestone schedule (releases by system) – six (6) month window
- Burndown chart, velocity tracking, and user story backlog (by system) (if requested)
- Deviations from planned activities (changes in scope)
- Open issues and risks (including remediation plan)

5.3 Progress Meetings

The Contractor will attend and participate in progress meetings and provide meeting minutes. This includes reports, meeting minutes, briefings updated processes and procedures, analytical products, product demonstrations, and workbooks/dashboards.

5.4 Financial Reporting (only applies to LH CLINs)

The Contractor shall submit monthly financial reports starting 5 business days after the start of the Task Order and shall cover the first calendar month of performance. Subsequent reports will be provided monthly five (5) business days after the end of each calendar month for labor hour CLINs that have been exercised. The contractor may use any format to provide the information, but at a minimum, the report shall contain the following elements:

1. Total Value of the Task Order by Period of Performance
2. All financial reporting will be broken out by CLIN.
3. Total Funding Received
 - a) By month
 - b) Cumulative to date
4. Budgeted cost of work scheduled
 - a) Corrective maintenance for each system

- b) Operational support for each system
- 5. Budgeted cost of work performed
 - a) Corrective maintenance for each system
 - b) Operational support for each system
- 6. Actual cost of work performed
 - a) By month for each system
 - b) Cumulative to date

5.5 System Lifecycle Management (SLM) Deliverables

The Contractor shall provide SLM deliverables as required for Agile Software Development. All appropriate documentation¹ shall be prepared in accordance with the guidelines specified by the SLM and the approved Project Tailoring Plan with appropriate elevation to the DHS Systems Engineering Life Cycle (SELC) as appropriate for major acquisitions.

5.6 Agile Ceremonies and documentation

The Contractor shall host, lead, provide, and/or present all Agile Ceremonies and documentation including

- Sprint review and Demonstration at the end of each sprint
- Milestone Roadmap per sprint
- Backlog Refinement per sprint
- Daily standups
- Training and user guides

5.7 Quality Control Plan (QCP)

The Contractor shall provide the QCP as a measure of the quality and consistency of services provided. The plan should be prepared in accordance with the guidelines and requirements specified in the Scalable Ways to Implement Flexible Tasks (SWIFT) IDIQ contract.

The Contractor shall provide a QCP for each system and associated deliverables. The QCP shall provide details on how the Contractor intends to perform quality control checks, the process for tracking issues, communication strategy, and the quality control measures for all areas and responsibilities to include, but not limited, to all deliverables, all tasks and work activities, assignments, and projects. The Contractor shall be prepared to address COR and concerns and requirements.

The Contractor shall provide the draft QCP within seven (7) working days of task order award for the Government COR to review. When the COR provides the comments back to the Contractor the Contractor shall incorporate the comments and provide the final QCP to the COR and ITPM within ten (10) working days.

5.8 Post Award Conference

The purpose of the Post Award Conference, which will be chaired by the Contracting Officer, is to discuss technical and contracting objectives of this Task Order. The task order shall occur within five (5) days of task order award. The Post Award Conference will be held via teleconference.

Following task order award, the Contractor shall attend the task order kick-off meeting with the incumbent Contractor, the ICE COR, and respective team members to review the contract requirements and short term- deliverables, discuss assumptions, present our credentials and personnel, respond to any questions, and coordinate with ICE on the contract requirements and objectives. The Contractor shall also identify and address any security or access-related issues and begin working with ICE towards prompt resolution. Additionally, the Contractor and ICE will establish expectations and schedules for communications, future meetings, and reports.

Deliverables are the Property of the U.S. Government: The Contractor shall treat all deliverables under the contract as the property of the U.S. Government for which the Agency shall have unlimited rights to use, dispose of, or disclose such data contained therein. The Contractor shall not retain, use, sell, or disseminate copies of any deliverable without the expressed permission of the Contracting Officer or Contracting Officer's Representative. The Contractor shall certify in writing the destruction or return of all Government data at the conclusion of the contract or at a time otherwise specified in the contract. The Agency owns the rights to all data/records produced as part of this contract.

6.0 PLACE AND PERIOD OF PERFORMANCE

6.1 Place of Performance

The primary place of performance will be at the Contractor Site Location.

The work to be performed under this contract will be performed at the contractor facility, unless specifically stated otherwise in this work statement. The Contractor is responsible for conducting business Monday through Friday except Federal holidays or when the Government facility is closed due to local or national emergencies, administrative closings, weather closings, or similar Government directed facility closings. The core business hours are 7:00am to 4:00pm ET, except as detailed below regarding patching and releases. Extended hours and weekends to support end-users and urgent requirements may be necessary on an as-needed basis and must be approved by both the Contracting Officer's Representative (COR).

Attendance is required for meetings scheduled by ICE. Meetings may be in person or teleconference. For other than firm fixed price contracts, the Contractor shall not be reimbursed when the government facility is closed for the above reasons. There is no reimbursement for travel in this task order.

The Contractor must maintain an adequate workforce for the uninterrupted performance of all tasks defined within this PWS. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce are essential.

As directed by the COR, the contractor shall continue performance in emergency or mission essential conditions.

6.2 Period of Performance

This requirement will include a one-year base period and 4 option years.

Base Period (including Transition-In)	Award date plus 12 months
Base	9/29/2023-9/28/2024
Option Year 1	9/29/2024-9/28/2025
Option Year 2	9/29/2025-9/28/2026
Option Year 3	9/29/2026-9/28/2027
Option Year 4	9/29/2027-9/28/2028

7.0 Performance Standards

Performance Standard	Acceptable Quality Level (AQL)	Method of Surveillance
OHC Activities PWS Section 5.6	<p>Materials contain required information and are delivered on time at least 90% of the time. Any issues/concerns/delays are communicated to the government within 3 hours of issue being identified. Revisions that occur are minor and are resolved in a satisfactory manner.</p> <p>Agile Performance measurements: 93% Story Points completed – Acceptable Quality Level 98% Story Points completed – Excellent Quality Level</p>	Routine inspection of deliverable products and services.
Agile Development Activities PWS Section 5.6	<p>Materials contain required information and are delivered on time at least 90% of the time. Any issues/concerns/delays are communicated to the government within 3 hours of issue being identified. Revisions that occur are minor and are resolved in a satisfactory manner.</p> <p>Agile Performance measurements: 93% Story Points completed – Acceptable Quality Level 98% Story Points completed – Excellent Quality Level</p>	Routine inspection and performance measurements of deliverable products and services following formal Agile ceremonies.