

*Department of Homeland Security  
ICE Office of Leadership and Career Development  
Women in Law Enforcement (WLE)  
Program Support Services  
Performance Work Statement (PWS)*

**July 2, 2024**

**1.0 GENERAL:**

ICE and the Office of Leadership and Career Development (OLCD) requires professional support services for the assessment, planning, development, delivery, and evaluation of the agency Women in Law Enforcement Program(s) (WLE). With the expansion of the ICE mission, and new career progression efforts leaders at every level face challenges in managing a larger, more diverse and highly tasked workforce. This performance work statement outlines the requirements for facilitation and management for the previously created courses for women in law enforcement. The courses shall provide participants the opportunity for more thoughtful consideration and preparation for a move to increased levels of leadership. Non-Supervisory employees across ICE are provided the opportunity to enhance their leadership skills in preparation for advancement into a Supervisory position.

**Required Contractor support includes:**

- Facilitate and manage assessments/evaluations, in-person and online training, presentation materials, experiential/practical activities;
- Project management support for the two previously created courses to include milestone schedule, quality control, and communication/marketing plans.

**1.1 BACKGROUND:**

The goal of this contract is to support previously created career development courses and marketing/promote these training courses. WLE has a critical and challenging role to play in executing the ICE mission. As one moves higher in the organizational structure, the demands for skill in developing others, building coalitions, interpersonal, and strategic thinking increase, while the consequences of decisions increase as well. Additionally, WLE members must be advocates for their entire organization while understanding the needs of other organizations, and work to secure resources and strategic partnerships with other organizations to optimize functionality and efficiency. ICE has identified a gap with career development opportunities afforded specifically to women in law enforcement. The plan recommends three areas of focus to increase recruitment, retention, and promotion rates for women, but ICE expects the implementation of this plan will have a positive impact on the entire workforce. The courses established under this contract shall reflect ICE's continued commitment to retaining and developing a capable, diverse, and inclusive workforce to most effectively execute ICE's national security and public safety mission.

**1.2 SCOPE:**

The work to be performed under this contract will focus on facilitation and continuous improvement of 2 training courses developed during the base period of performance. This

includes incorporating lessons learned and participant feedback after each session. We anticipate 250 participants annually, possibly establishing quarterly cohort rotations to account for existing ICE employees and new hires.

The courses developed and delivered by the Contractor shall support development of prospective supervisors through course elements that provide insight, information, skills, and options useful for career development. This set of activities instills skills useful, whether women choose to promote into leadership roles.

#### **Program Metrics:**

Track for an increase in:

- Number/percentage of female participation;
- Program satisfaction (survey) ratings among participants; and
- Program and resource demands, anticipating for future growth.

#### **1.3 TASKS/REQUIREMENTS:**

ICE/OLCD requires Contract support services with previous leadership and career development experience to deliver and improve learning content, course materials, instructional methodologies, and experiential learning activities. OLCD strives to provide support, feedback, and guidance on career growth and professional development to the WLE workforce. The Contractor will facilitate and manage a previously created training course for Mentors surrounding the skills necessary to utilize Mentor skills in everyday leadership. The Contractor shall develop a communication plan to market/promote these courses to increase participation. The Contractor shall facilitate and manage the previously created “Coaching Skills for Leaders” course which introduces participants to a coaching culture, and a learner vs. judge mindset with role play activities. We anticipate offering this course a minimum of 12 times per year as 2 (4-hour) sessions. The Contractor will also develop material and access to information for upload on the ICE portal.

The goal for these courses is to create a space for female personnel to learn and grow, fostering meaningful and impactful connections with peers and role models.

#### **1.4 CAREER DEVELOPMENT:**

The Contractor shall develop a project management plan and milestone schedule to address respective program development considering the following factors:

- a. Kick-off meeting with OLCD;
- b. Create/Maintain program plan;
- c. Create overview for each program(s);
- e. Create program outline, facilitator guide, student guide, course materials, pre/post program surveys;
- f. Ensure 508 compliance; and
- g. Submit final deliverables.

### **3.0 DELIVERABLES:**

#### **Task Area 3 Subtask 1: Monthly Status Report (MSR)**

The Contractor shall provide a Monthly Status Report (MSR) that outlines the status of the contract to date. The MSR shall list, by each active task area, the accomplishments of the reporting period. The report shall list issues, problem areas, and items that require Government action. The MSR shall also contain a report of the costs incurred to date by major task area and whether it complies with the contract delivery schedule and burn rate plan. The MSR format will be agreed upon by the PM/COR and the Contractor at award and shall contain, but not be limited to, the following information:

- Activities conducted and results;
- Summary of meetings attended; list dates, relevant items discussed, decisions, and taskings received or delivered;
- Proposed activities for the next three (3) months;
- Open issues; and
- Reporting of program metrics

#### **Task Area 3 Subtask 2: In-Process Reviews (IPRs) (*Optional Task*)**

The Contractor shall conduct up to two IPRs, as scheduled by the Government during each PoP; participation may be in person or virtual. The PM will determine dates, site location and support required from the contractor to include meeting room and communications. IPRs will be held at the Leadership Development Center in Irving, Texas, or at a Contractor provided site either local to Irving, Texas or at the Contractor's alternate geographic location.

The Contractor is responsible for preparing the presentation materials and taking the minutes of the meeting. These minutes shall reflect a record of meeting purpose and objective(s), discussion activity, decisions /agreements made, date, location, taskings, organization responsible for task, attendees, and attendee contact information - email addresses and phone numbers.

The Contractor shall address program issues, not limited to the following topics: contract status, progress of tasks, program/task recommendations, schedule, performance, and risks to the program during the period of performance (PoP). The IPR shall include a milestone chart graphically depicting the schedule of events to accomplish each contractual commitment. In addition, the Contractor shall identify concerns in the development of any tasks or documentation described within this PWS.

**Deliverables:** IPR Presentation Materials and IPR Minutes

#### **Task Area 3 Subtask 3: Integrated Product Team (IPT) Meetings (*Optional Task*)**

The Contractor shall participate in Government-led IPT meetings, expected every four weeks virtually.

The Contractor is responsible for preparing the meeting agenda and taking the minutes of the meeting. These minutes shall reflect a record of meeting purpose and objective(s), discussion

activity, decisions /agreements made, date, location, taskings, organization responsible for task, attendees, and attendee contact information - email addresses and phone numbers.

**Deliverables:** IPT Presentation Materials and IPT Minutes Integrated Product Team Agenda

**Task Area 3 Subtask 3: Mentoring for Others Course**

The Contractor shall facilitate and manage the previously created 4-hour Mentoring Others course. This course shall incorporate the knowledge and skills necessary to carry out Supervisory leadership through mentor skills. The curriculum shall include training Supervisors on how to help direct reports plan, develop, and manage their careers. Also provide Supervisors with tools to inspire more resilient direct reports during times of change, more self-reliance in their careers and more responsible as self-directed learners. Mentoring has been found to influence employee retention because it helps establish an organizational culture that is attractive to high performing employees demanding growth opportunities.

The Contractor shall provide sufficient training and support to each participant through course curriculum, instruction, observation, written feedback, and performance evaluation of Mentoring skills. The training shall provide practical examples of the desired behaviors a Supervisor should possess using mentor skills.

**Deliverable:** 2 (2-hour) sessions Mentor Training course

**Task Area 3 Subtask 4: Coaching Skills for Leaders course**

The Contractor shall facilitate and manage the previously created course that introduces participants to a Coaching culture. The course will include an overview of a learner vs. judge mindset, with role play activities. This course shall be offered at least once per month, with additional delivery for ad-hoc requests. This course will provide the ICE workforce with soft skills obtained during Coach training for those Supervisors who are not interested in becoming a certified ICE Coach. The Contractor shall implement lessons learned and participant feedback into future sessions as appropriate.

**Deliverable:** Coach as Leader course (2-(4-hour) course sessions)

**4.0 KEY PERSONNEL:**

The key personnel specified in this Contract are essential to work performance. The Contractor shall not divert or otherwise replace any key personnel without the written consent of the CO, OLCD PM, and COR.



## **KEY POSITIONS:**

### **Labor Category: Program Manager**

The Contractor shall provide a Program Manager, who shall be responsible for all Contractor work performed. The Program Manager shall be responsible for the overall management of the Contract ensuring that the technical solutions and schedules are implemented in a timely manner. The Program Manager, shall be a single point of contact for the CO and the COR. The name of the Program Manager, and the name(s) of any alternate(s) who shall act for the Contractor in the absence of the Program Manager, shall be provided to the Government as part of the Contractor's proposal. The Program Manager is further designated as Key by the Government. During any absence of the Program Manager, only one alternate shall have full authority to act for the Contractor on all matters relating to work performed under this contract.

### **Labor Category: Training Specialist Level II:**

Conduct the research necessary to develop and revise training courses. Develop and revise courses and prepare appropriate training catalogs. Prepare instructor materials (course outline, background material, and training aids). Prepare student materials (course manuals, workbooks, handouts, completion certificates, and course critique forms). Train personnel by conducting formal classroom courses, workshops and seminars. Prepare reports and monitor training tasks in support of the goals of the Contractor Program Manager and the government sponsor(s) using standard training standards and software and hardware programs such as modeling and simulation and prototyping efforts. Provide input to the Contractor Program Manager on which decisions for training validation and or modifications of specified items or systems can be corrected. Commensurate education and experience.

## **OTHER THAN KEY POSITIONS:**

### **Labor Categories: Training Manager:**

Provide leadership and management for training tasks that are being performed by the contractor. Prepare training documents and services that are required to support training requirements drawing input from the training specialists and the government and applying customer training policies. Supervise the activity of the Training Specialist(s). Maintain contact with the customer to ensure that the training meets their needs.

## **5.0 STAFFING:**

The Contractor shall propose the proper skill mix and experience of qualified Contractor personnel to perform all performance objectives specified in this PWS. The Contractor shall provide Subject-Matter Experts to include:

The Contractor must have the ability to work in a dynamic, fast-paced, and challenging environment. The Contractor personnel shall interface with agency senior officers, internal staff, and employees; and other supportive contracted staff, at all levels, therefore, the Contractor personnel must be flexible and adaptable to changes and customer service expertise.