

# **PERFORMANCE WORK STATEMENT (PWS) FOR COAST GUARD BARRIER ANALYSIS**

## **1.0 GENERAL**

### **1.1 BACKGROUND**

One of the missions of the Civil Rights Directorate (CG-00H) is to help build a positive and respectful work environment for all personnel, regardless of their similarities or differences, to enhance our mission capabilities. CG-00H as the Civil Rights Directorate (CRD) charge is to maximize Coast Guard's overall mission effectiveness by leading programs and facilitating practices which foster a discrimination-free workplace, in accordance with Equal Employment Opportunity Commission (EEOC) governance and the Coast Guard Civil Rights Strategic Plan.

The EEOC's Management Directive 715 (MD-715) provides guidance on creating and maintaining a model Equal Employment Opportunity (EEO) Program. To comply with MD-715 and 29 CFR 1614.102(a)(3), the CG is obligated to conduct a continuing campaign to eradicate every form of prejudice or discrimination from personnel policies, practices, and working conditions, identify areas where barriers may operate to exclude certain groups, and develop plans to eliminate identified impediments to equal opportunity through conducting barrier analyses. These results will reflect a collaborative effort undertaken by the CRD and Assistant Commandant for Human Resources (CG-1), and other appropriate organizations. The primary purpose of the final reports will be the identification and analysis of potential barriers to equal employment opportunities within the CG applicant, hiring and (where applicable) retention processes, and to obtain cogent solutions for resolving any found to exist.

The MD-715 requires federal agencies to identify barriers which may inhibit free and open workplace competition and develop meaningful plans to eliminate those barriers. The barrier analysis process requires examination of agency policies, procedures and practices to uncover barriers to equal employment opportunity. Once the barriers have been identified, agencies are required to eliminate the barriers or mitigate the impact.

### **1.2 SCOPE**

The work conducted under this procurement will cover the USCG permanent civilian workforce to include appropriated fund personnel, Community Services Command (CSC) non-appropriated employees, and Coast Guard Academy staff, in addition to a range of EEO Barrier Analysis services related to a prioritized list of identified triggers. The triggers are grade level participation/promotions, separations, and awards and recognition. The work will also cover the quantitative component of a study of mission critical occupations. The tasks will include drafting, developing, deploying, and analyzing a range of EEO data relevant to barrier analysis.

### **1.3 OBJECTIVE**

The USCG seeks to procure the services of a qualified contractor who can assist in carrying out and reporting on all aspects of the barrier analysis research process, as specified in the U.S. Equal Employment Opportunity Commission (EEOC)'s Management Directive 715 (MD-715) and accompanying instructions (as updated) and all related or relevant EEOC and legal guidance, as well as other related tasks specified in the Task Areas section.

The USCG's approach to Equal Employment Opportunity is that it is a shared responsibility among all Divisions, Offices, and personnel. The barrier analysis, reporting, and ad-hoc analytic consultation must be rigorous enough to withstand critique from highly informed subject matter

experts and executives. Our program goes beyond simple trigger analysis of proportions that drive the MD- 715 Report to using social science research methods that give our conclusions a high level of credibility and give our organization the confidence that our recommendations are going to work. To that end, the USCG seeks to procure contract talent on barrier analysis that is highly skilled and has the potential to be industry leading. We seek to procure significant expertise in both social science and in personnel management, which are critical to securing the coordination we need across the agency and support for our recommendations from upper management. The barrier analyses must establish the connection between the statistical outcomes observed in employment phases and specific causes in practice and procedure, as well the connection between those causes and recommendations. Procuring teams that have the proper training, experience, and a high level of availability among key personnel is the first priority to ensure these outcomes are achieved effectively.

## **1.4 APPLICABLE DOCUMENTS**

### **1.4.1 Compliance Documents**

The following documents provide specifications, standards, or guidelines that must be complied with in order to meet the requirements of this contract:

- MD-715
- Title VII of the Civil Rights Act of 1964
- Pregnancy Discrimination Act of 1978
- The Age Discrimination in Employment Act of 1967 (ADEA)
- Genetic Information Non-discrimination Act of 2008 (GINA)
- Sections 102 and 103 of the Civil Rights Act of 1991
- The Equal Pay Act of 1963 (EPA)
- Rehabilitation Act of 1973
- The Americans with Disabilities Act Amendments Act of 2008
- Sections 501 and 505 of the Rehabilitation Act of 1973
- Title 29 CFR, Part 1614 (Federal Sector Equal Employment Opportunity)
- Title 29 CFR, Part 1607 (Uniform Guidelines on Employee Selection Procedures)

### **1.4.2 Reference Documents**

The following documents may be helpful to the Contractor in performing the work described in this document:

- Coast Guard policies, processes, procedures and reports as they relate to the Coast Guard's core values and organizational assessments and/or are necessary to investigate identified triggers or potential barriers
- Coast Guard agency-wide workforce data
- Coast Guard agency-wide EEO complaint data (Annual 462 Reports)
- Coast Guard CRL/OTE policies, processes, and procedures
- Coast Guard grievance policies, processes, and procedures
- Coast Guard directives and policies concerning the Union
- MD-715 Reports (Annual EEO Program Status Report)
- Federal Equal Opportunity Recruitment Program Report
- Civil Rights, Diversity & Inclusion Division Annual Reports
- Organizational Assessment Surveys/Reports
- Defense Organizational Climate Survey (DEOCS)
- Civil Rights Strategic Plan
- Diversity and Inclusion Strategic Plan
- Merit Promotion Plan
- Awards and Recognition Program Policy

- Recruitment Plan
- Mentoring Program Policy
- Training Program Policy
- Selection Procedures
- Disciplinary Policy

## **1.5 PERFORMANCE REQUIREMENTS AND STANDARDS.**

This contract includes a Performance Requirements and Standards (PRS) at PWS 9.0 and PWS 10.0. The PRS plays an integral role in the administration of the contract. In addition to any applicable inspection clauses or other related terms and conditions contained in the contract, the PRS must serve as a primary tool for inspection and acceptance of services as facilitated by the Contracting Officer's Representative (COR). Evaluation of the Contractor's overall performance must be in accordance with the performance standards set forth in the PRS, and will be conducted by the COR. The PRS constitutes a material aspect of the contract and will not be changed or otherwise modified without prior written approval of the Contracting Officer.

## **2.0 SPECIFIC REQUIREMENTS/TASKS**

Each task will define the required services to be performed. The services to support the USCG's barrier analysis efforts encompass, but are not limited to, the following:

### **2.1 TASK ONE. Develop and Execute the Research Design to Investigate Potential Barriers**

Provided with a prioritized list of triggers and relevant datasets, the Contractor shall work with the USCG to design one or more in-depth research project that pinpoint root causes of observed effects, and assess the effectiveness of potential solutions of the triggers. Research projects require advanced inferential statistical analysis, developing requests for information; reviewing pertinent documents; program evaluation; designing, preparing surveys or questions for interviewing knowledgeable individuals at the agency; survey development, deployment, and analysis; and/or engaging in other investigative methods specified in MD-715 and accompanying instructions (as updated). The study will be the quantitative component of a study of the IT Management Occupation (series 2210), grade level participation/promotions, separations, and awards and recognition.

#### **2.1.1 Literature Review**

The Contractor will review and apply the current, relevant scientific research literature to inform research design and identify topics, research questions, and subquestions for investigation. Literature reviews will draw from a variety of information sources and multidisciplinary investigations relevant to the particular employment processes and demographic groups of exploration.

#### **2.1.2 Research Design**

The Contractor must design the research plan, developing research protocols, operationally defining variables of interest, developing data collection methods and protocols, creating and assessing methods of sampling, establishing the analysis plan, performing a variety of statistical analyses, running diagnostics, assessing statistical power, statistical bias, and validity, and summarizing results.

The Contractor shall periodically revisit and adjust research plans in line with project management principles and in consultation with the USCG. Research plans must include regular progress status updates. Progress status updates involve developing and presenting interim and milestone results for approval to proceed. The timing and format of progress status updates will be established in each task order in line with the timelines in Part E below.

### **2.1.3 Data Collection and Data Preparation**

The Contractor shall collect CSC and Coast Guard Academy workforce data (or other non-GS pay scale employee groups) and convert to the General Schedule pay plan in accordance with EEOC MD-715 requirements and combine with initial data set furnished by USCG. The Contractor shall also implement the research plan and collect additional relevant data for analysis. In so doing, the Contractor shall gather data through individual and group interviews; conduct surveys of targeted populations; access and provide data from available USCG, government-wide, and/or industry sources; combine data into a form suitable for analysis to include preparing, organizing, and ensuring data quality; and follow established or refined protocols for handling information security, storage, and retrieval.

The Contractor shall, as needed, update standard operating procedures and protocols that describe methods used in data collection and preparation. Standard operating procedures and instructions shall be reviewed for technical accuracy and subject to scientific standards supporting replication and extension.

### **2.1.4 Data Analysis and Interpretation**

The Contractor must be able to provide expert services to advise, define, and conduct statistical analyses that provide for high quality (i.e., reliable and valid) conclusions in support of the analysis plan. Such analyses must include, but are not limited to: (a) parametric and nonparametric statistics using simple and multiple linear and non-linear regression analyses; (b) benchmarking and other comparative analyses to available data from other organizations; (c) personnel survey data (e.g. Federal Employee Viewpoint Survey Data and Defense Organizational Climate Survey (DEOCS)); and may include (d) scale psychometric; (d) data reduction analyses (e.g., factor or cluster analyses); or (e) linkage research to relate employee evaluation data with other key human capital and performance metrics.

The Contractor must be able to apply and interpret statistical information to complete standard, EEOC-prescribed analyses, including “glass ceiling,” “blocked pipeline,” “glass wall,” and “low entry-high exit” analyses, as detailed in Barrier Analysis training. The Contractor must include EEOC-created barrier analysis tools (including the EEOC’s “Barrier Analysis: Questions to Guide the Process” guidance) as part of the analysis plan to conduct barrier analysis studies, and may include the EEOC’s root cause analysis tools. Typical barrier analyses use as primary methods, logistic regression, Poisson regression, Chi-Square Analysis, focus groups, interviews, and occasionally social network analysis, and use as primary datasets, FedHR, Direct Access, or other relevant personnel data, USA Staffing Applicant Flow Data, and FEVS survey data.

The Contractor will provide benchmarks to measure the USCG against including similarly-sized federal agency programs to identify comparative information and best practices related to EEO, assess the applicability of best practices to the USCG, and prepare summary results for presentation to the USCG as needed.

The Contractor shall summarize qualitative data gathered from employee commentary, interviews, focus groups, and other methods. Where appropriate and applicable, qualitative data shall be translated and presented numerically with appropriate assessment of reliability, statistical power, and validity.

Combining data from the research efforts listed above, the Contractor shall synthesize the summary findings for simple interpretation and as the basis for communication. The Contractor shall provide expert technical advice on the appropriate interpretation of current results, any limits on that interpretation, and an assessment of the power and reliability for the conclusions suggested. The Contractor shall present, to the extent practicable, a neutral and independent review of research findings.

## **2.2 TASK TWO. Develop Reports and Communications in Support of Data Driven Decision Making**

### **2.2.1 Briefings and Discussion**

Based on the research executed in Task Area 1, the Contractor shall summarize and present reports, briefings, or presentations as project deliverables. Communications must support data driven decisions from research results. The Contractor shall develop data visualizations and data summaries along with related explanatory text, reports, tools and processes using data visualization tools. These materials shall enable USCG CRD leadership to engage in collaborative discussion with various stakeholders including agency management, as needed.

### **2.2.2 Barrier Analysis Report - Technical Documentation**

In addition to interim progress reports and real time briefings or interactive presentations of data, the Contractor shall deliver a full and complete consolidated Barrier Analysis report within six weeks after initial performance period project close unless otherwise agreed upon. This report must include but not limited to: (i) Executive Summary; (ii) Introduction; (iii) Literature Review; (iv) Methodology; (v) Data Analysis; (vi) Results; (vii) Discussion; (viii) Conclusion; (ix) Recommendations; and (x) Implementation Plans. This report shall also include technical documentation of the research effort and may emulate an adjusted model of the technical guidance embedded in the Uniform Guidelines on Employee Selection Procedures Section 15 or standard technical documentation within a social science.

The resulting reports and documents will be subject to review by the USCG. The audience for such communication varies in technical concentration and familiarity with the research techniques employed. As such, communications will be evaluated against standards for both comprehension by a varied audience and technical quality. In all cases, the Contractor's timelines and plans must provide for review, revision, and approval by the government of each communication deliverable.

## **2.3 TASK THREE. Ad Hoc Support**

As requested by the COR, the Contractor shall provide support for ad hoc analytics, consultation, and/or peer review support as needed. This includes analysis conducted in response to requests made by senior executives, potential Agency developments regarding specific employment processes, completion of combined workforce data tables for annual submission to the EEOC, and priorities of the Director that may or may not be under investigation as part of an ongoing barrier analysis.

## **2.4 TASK FOUR. Barrier Analysis Reference Guide and Analytic Tools Support**

As requested by the COR, the contractor will be required to make edits and modifications to the Barrier Analysis Reference Guide as efficiencies and/or lessons learned are identified during the performance period. In addition, for any new Barrier Analysis analytic tools identified during the performance period the contractor will be required to provide an analysis to the USCG on the tool, including advantages and disadvantages of implementation, as well as provide recommendation on implementation of tool to the USCG.

## **3.0 CONTRACTOR PERSONNEL**

### **3.1 Qualified Personnel**

The Contractor must provide qualified personnel to perform all requirements specified in this PWS. Key personnel and the relevant qualifications are outlined below.

#### **3.1.1 Statistician**

#### **3.1.2 Statistician Qualifications**

- Senior to expert level knowledge of professional statistical work such as (a) sampling, (b) collecting, computing, and analyzing statistical data, and (c) applying statistical techniques such as measurement of central tendency, dispersion, skewness, sampling error, simple and multiple correlation, analysis of variance, processing mass statistical data such as tabulating methods or electronic data processing, and tests of significance.
- A degree that included 15 semester hours in statistics (or in mathematics and statistics, provided at least 6 semester hours were in statistics), and 9 additional semester hours in one or more of the following: physical or biological sciences, medicine, education, or engineering; or in the social sciences including demography, history, economics, social welfare, geography, international relations, social or cultural anthropology, health sociology, political science, public administration, psychology, etc. At least Three (3) years of progressive work experience in statistics, as it relates to barrier analysis.

### **3.2 Key Personnel**

The contractor shall provide, at a minimum, a Project Manager, a Senior Social Scientist (Quantitative), a Senior Social Scientist (Qualitative), and a Human Capital Analyst. If any proposed key personnel is/are not a current employee of the Contractor, the Contractor shall include a signed commitment letter from the employee that reflects their intention and willingness to perform in the event the Contractor is awarded the contract.

It is expected that at least 50% of work product submitted within an invoice period (including management) is performed by Key Personnel. The purpose of this requirement is to ensure that the agency receives the full benefit of the contractor staff expertise allocated toward this contract, and to minimize context-switching so that contractor staff may focus on in-depth work. If contractor elects to use non-Key Personnel for any portion of any task, 100% of interim and final work product must be reviewed by Key Personnel.

Before replacing any individual designated as *Key* by the Government, the Contractor must notify the Contracting Officer no less than 15 business days in advance, submit written justification for replacement, and provide the name and qualifications of any proposed substitute(s). All proposed substitutes must possess qualifications equal to or superior to those of the *Key* person being replaced, unless otherwise approved by the Contracting Officer. The Contractor must not replace *Key* Contractor personnel without approval from the Contracting Officer. Any modification or addition to personnel performing work under this contract must be approved by the Agency. The following Contractor personnel are designated as *Key* for this requirement. Note: The Government may designate additional Contractor personnel as *Key* at the time of award.

### **3.3 Project Manager**

The Contractor must provide a Project Manager who must be responsible for all Contractor work performed under this PWS. The Project Manager must be a single point of contact for the Contracting Officer and the COR. The name of the Project Manager, and the name(s) of any alternate(s) who must act for the Contractor in the absence of the Project Manager, must be provided to the Government as part of the Contractor's proposal. The Project Manager is further designated as *Key* by the Government. During any absence of the Project Manager, only one alternate must have full authority to act for the Contractor on all matters relating to work performed under this contract. The Project Manager and all designated alternates must be able to read, write, speak and understand English. Additionally, the Contractor must not replace the Project Manager without prior approval from the Contracting Officer.

#### **3.3.1 Project Manager Qualifications**

- Ph.D. in a social science (preferred) or other terminal degree in business, public policy, statistics, or a social science (e.g. MBA, MEcon)
- Minimum of six (6) years of experience in social science research projects that require statistical analysis and data analytic reporting
- At least three (3) years conducting workforce analytic projects:
- Minimum of four (4) years of professional experience leading research teams to include:
  - Managing and supervising research teams of at least three (3) team members with varying levels of knowledge or experience (e.g., combining research assistant, subject matter expert, statistician) in an area of social science
  - Developing and executing on a research agenda, with related research designs and analysis plans, in an area of investigation
  - Delivering presentations and leading client meetings
- Demonstrated ability to multi-task and provide analytic support for simultaneous research projects at different stages of completion and to support client contact for more than one project and/or USCG staff member

at a time.

- Strong interpersonal skills, including the ability to build strong relationships with clients and analyst staff, effective communication skills, and flexibility to adapt methods and work practices to USCG CRD's standard procedure and norms
- Minimum of four years of experience with one or more advanced statistical software programs (i.e. STATA, SAS, R) sufficient to independently design, accurately code, and perform statistical analyses

**3.3.2 Availability** The Project Manager must be available between 10:00 a.m. to 5:00 p.m. Monday through Friday except Federal holidays or when the government facility is closed for administrative reasons. The Project Manager must respond to a request for discussion or resolution of technical problems within 24 hours of notification. Availability for this contract must be no less than 10 hours per week. The team's routine must be such that the project manager is the go-to source of guidance for contract staff week-to-week, and the primary interface with the agency.

### **3.4 Senior Social Scientist (Quantitative)**

#### **3.4.1 Senior Social Scientist (Quantitative) Qualifications**

- Ph.D. in a social science (i.e. IO psychology, economics, sociology), or statistics.
- Minimum of 4 years experience as principal investigator or lead author on mid-size or larger quantitative research projects conducted outside of the requirements of an academic degree program OR 5 years experience as a co-author on mid-size or larger quantitative research projects counted outside of the requirements of an academic degree program
- Minimum of two (2) years independently conducting such statistical analysis and data analytic reporting, including:
  - Demonstrated experience in data analysis sufficient to design and perform analyses independently.
  - Demonstrated experience in data preparation sufficient to extract, clean (i.e., wrangle), verify and summarize data sets using systematic processes.
  - Experience using Excel or a similar data processing package to extract, merge, and transform data from standard reports of data from personnel processing systems (e.g., USA Staffing, federal Civilian Personnel Data File, IBC Datamart, National Finance Center; FEDScope CPDF reporting, or similar)
    - Demonstrated experience conducting research on personnel, with emphasis on workforce demographic analysis based on human resource information systems or personnel processing data (e.g., USA Staffing, federal Civilian Personnel Data File, National Finance Center FEDScope CPDF reporting, IBC Datamart, or similar).
    - Experience using standard data from personnel processing systems (e.g. USA Staffing, federal Civilian Personnel Data File, FEDScope CPDF reporting, IBC Datamart, or similar)
    - Experience accessing and reporting on data on characteristics of the civilian labor force or employee perceptions from the Census, Bureau of Labor Statistics, or Federal Employee Viewpoint Survey.

- Significant role in one or more statistical or qualitative projects related to Diversity, Equity, and Inclusion; personnel policies, procedures, or practices; or workplace barrier analysis related to EEOC's Management Directive-715. Minimum of four years of experience with one or more advanced statistical software programs (i.e. STATA, SAS, R) sufficient to independently design, accurately code, and perform statistical analyses
- Minimum of 3 years experience supporting research on personnel policies, procedures, or practices; Diversity, Equity, and Inclusion; or workplace barrier analysis related to EEOC's Management Directive-715.
- Experience in defining measures for analysis, assessing reliability and validity of research conclusions, developing research protocols for data collection, interpreting research results, including any limits on the generalizability of the research conclusions, and for quantitative projects, conducting statistical tests appropriate to the research question.
- Significant experience with logistic regression analysis
- Flexibility to adapt methods and work practices to USCG's standard procedures and norms.
- Demonstrated ability to multi-task or support several projects at different stages of completion.
- Sufficient experience to support the Project Manager on developing and executing research designs.

### **3.5 Senior Social Scientist (Qualitative)**

#### **3.5.1 Senior Social Scientist (Qualitative) Qualifications**

- Lead researcher in three or more research projects conducted outside of the degree requirements of an academic program, in which the primary research methods were qualitative (e.g. interviews, focus groups, survey development, participant-observation, informants), OR 2. a supporting researcher in four or more qualitative research projects with 6 years of such experience, outside of the degree requirements of an academic program.
- Part of a team receiving formal institutional review board (IRB) approval for a research study.
- PhD in a social science discipline with an emphasis on qualitative methods OR 2. Ph.D. candidate in All But Dissertation (ABD) status in a social science discipline with an emphasis on qualitative methods and 5 years of experience in human resources or research on human resources conducted outside the requirements of an academic program, OR 3. Masters degree with 10 or more years of experience as lead or co-author on research projects in which the primary research methods were qualitative.

### **3.6 Human Capital Analyst**

#### **3.6.1 Human Capital Analyst Qualifications**

- Senior to expert level knowledge of personnel policies, procedure, and the employment lifecycle, OR Diversity, Equity, and Inclusion.

- Master's degree in business, a social science, or human resources related field. Five (5) years progressive work experience managing human resources in the Federal sector or a combination including both Federal sector and private sector organizations of 1,000 employees or more; OR 2. Bachelor's degree in business, human resources management, or social science. Four years work experience in human resources management. Four years work experience in at least one of the occupations under study in a specific task order(s) or five years of experience conducting significant research to advise clients on human resources in the Federal sector or a combination including both Federal sector and private sector organizations of 1,000 employees or more.

### **3.8 Employee Identification**

**3.8.1** Contractor employees visiting Government facilities must wear an identification badge that, at a minimum, displays the Contractor name, the employee's photo, name, clearance-level and badge expiration date. Visiting Contractor employees must comply with all Government escort rules and requirements. All Contractor employees must identify themselves as Contractors when their status is not readily apparent and display all identification and visitor badges in plain view above the waist at all times.

**3.8.2** Contractor employees working on-site at Government facilities must wear a Government issued identification badge. All Contractor employees must identify themselves as Contractors when their status is not readily apparent (in meetings, when answering Government telephones, in e-mail messages, etc.) and display the Government issued badge in plain view above the waist at all times.

### **3.9 Employee Conduct**

Contractor's employees must comply with all applicable Government regulations, policies and procedures (e.g., fire, safety, sanitation, environmental protection, security, "off limits" areas, wearing of parts of DHS uniforms, and possession of weapons) when visiting or working at Government facilities. The Contractor must ensure Contractor employees present a professional appearance at all times and that their conduct must not reflect discredit on the United States or the Department of Homeland Security. The Project Manager must ensure Contractor employees understand and abide by Department of Homeland Security established rules, regulations and policies concerning safety and security.

#### **3.9.1 Removing Employees for Misconduct or Security Reasons**

The Government may, at its sole discretion (via the Contracting Officer), direct the Contractor to remove any Contractor employee from DHS facilities for misconduct or security reasons. Removal does not relieve the Contractor of the responsibility to continue providing the services required under the contract. The Contracting Officer will provide the Contractor with a written explanation to support any request to remove an employee.

## **4.0 OTHER APPLICABLE CONDITIONS**

### **4.1 SECURITY**

Contractor personnel requiring regular physical access to the U.S. government facilities will be required to undergo a security check at a minimum Tier 1 investigation to obtain a Common Access Card (CAC) in accordance with the COMDTINST 5500.18, Trusted Associate

Sponsorship System (TASS). This task order will also involve access to Government IT systems and Sensitive but Unclassified information in performance of tasking. Contractor must safeguard government information against unauthorized disclosure or dissemination in accordance with the law and Government policy and regulation.

#### 4.1.1 Personnel Security and Access Consideration

Security Risk and Background Investigation Form Requirements  
The requirements office anticipates the following:

Check Applicable Box	Tier Investigation	Risk	Form
X	1	Low Risk, Non-Sensitive, Physical/Logical Access (HSPD-12 Credentialing)	SF85
	2	Moderate Risk, Public Trust	SF85P
	3	Non-Critical Sensitive, L, Confidential and Secret Information	SF86
	4	High Risk, Public Trust	SF85P
	5	Q, Top Secret, Compartmented Information, Critical Sensitive, Special Sensitive	SF86

All contractor personnel working under this Task Order, at a minimum, must have a favorable fingerprint check and have the minimum Tier 1 investigation initiated or completed to obtain a DoD Common Access Card (CAC).

#### 4.1.2 FACILITY AND COMPUTER ACCESS

Trusted Associate Sponsorship System (TASS)

(a) "Contractor employee" means an employee of a firm, or an individual, under contract or subcontract to the Coast Guard to provide services who also requires one or more of the following:

- Physical access to multiple Coast Guard facilities or multiple federally controlled facilities on behalf of the Coast Guard on a recurring basis (a minimum of 2 times per week and/or 8 times per month) for a period of 6 months or more.
- Remote access, via logon, to Coast Guard network using Coast Guard-approved remote access procedures.
- Both physical access to Coast Guard facility and logical access, via logon, to Coast Guard networks on-site or remotely. Access to the Coast Guard network must require the use of a computer with Government-controlled configuration or use of Coast Guard-approved remote access procedure in accordance with the Defense Information Systems Agency (DISA) Security Technical Implementation Guide.
- Contract employees must be able to pass all security background checks which would enable the contractor to obtain a Common Access Card (CAC) for entry into their

designated worksite at a Coast Guard facility or a multiple federally controlled facilities on behalf of the Coast Guard.

(b) Homeland Security Presidential Directive (HSPD)-12 mandates a Federal standard for secure and reliable forms of identification for Federal employees and contractor employees. The Common Access Card (CAC) is a personal identification card for the Department of Defense/Uniformed Services and complies with HSPD-12. The Coast Guard has instituted the CAC as its HSPD-12 compliant personal identification card for contractor and subcontractor employees who are required to access a Coast Guard, Department of Defense (DOD), or other federally-controlled computer information system and/or facility, or need public key infrastructure (PKI) authentication to perform their contractual duties. The Trusted Associate Sponsorship System (TASS) is the automated application process for obtaining a CAC.

(c) Contractor and subcontractor employees working pursuant to this contract who are required to access a Coast Guard, DOD, or other federally-controlled computer information system and/or facility, or need PKI authentication to perform their contractual duties must use TASS to obtain a CAC.

(d) The Contracting Officer Representative (COR) or Assisting Contracting Officer Representative (ACOR) is the TASS Trusted Agent (TA) and initiates contractor accounts in the TASS, approving, returning, or rejecting CAC applications (as applicable); re-verifying assigned contractors every six months; revoking contractor and employee eligibility for a CAC.

(e) The TA ensures that contractor personnel satisfy the security requirements for CAC issuance prior to creating the CAC application in TASS. Current investigative requirements must be verified according to Commandant Instruction COMDTINST 5500.18, Coast Guard Trusted Associate Sponsorship System. The initial CAC issuance requires a favorably adjudicated Tier 1 investigation (equivalent or higher) or a Tier 1 background investigation (BI) (equivalent or higher) package that has been successfully scheduled with the investigative service provider (ISP) and a FBI fingerprint check with favorable results. The TA and Sponsor or other appropriate Federal Government representative must coordinate with the unit BI Verifier (Command Security Officer /Trusted Agent Security Manager) or the U.S. Coast Guard Security (SECCEN) to confirm the appropriate investigation has been favorably adjudicated or scheduled at the ISP with favorable FBI fingerprint results.

(f) The COR or Contracting Officer provides such forms to, or requests such information from, contractor employees that may be necessary for obtaining a CAC via the TASS. The Contractor submits completed forms and information as directed by the COR or Contracting Officer. Contractors are responsible for the accuracy and completeness of the information submitted and for any liability resulting from the Government's reliance on inaccurate or incomplete information.

(g) Contractor employees who are declined via the TASS are ineligible to perform work under this contract.

(h) When an employee with a CAC is no longer performing work under this contract, the employee must return the CAC to the COR/TA or Contracting Officer on the same day the employee stops working.

- (i) The contractor must insert this clause in all subcontracts when a subcontractor's employee is required to access a Coast Guard, DOD, or other federally-controlled computer information system and/or facility, or need PKI authentication to perform contractual duties.
- (ii) Information Technology Security Awareness Training:

The Contractor must comply with all applicable requirements to access federal government IT systems. Contractors must take the Information Technology Security Awareness Training before accessing information under this task order. This training must be completed on an annual basis by all Contractor personnel working under this PWS not later than October 31st of each year. Any new Contractor employees assigned to the task order must complete the training before accessing sensitive information under the task order. This training is accessible at <http://www.dhs.gov/dhs-security-and-training-requirements-contractors>. Training certificates are to be provided to the COR within thirty (30) days of task order award.

#### **4.2 PERIOD OF PERFORMANCE**

The period of performance for this Blanket Purchase Agreement shall be a total of four (4) years with four (4) ordering periods.

#### **4.3 PLACE OF PERFORMANCE**

The primary place of performance will be the Contractor's facilities with occasional visits to the Department of Homeland Security, United States Coast Guard, 2703 Martin Luther King Jr. Ave, SE, Washington, DC 20593-7000

#### **4.4 HOURS OF OPERATION**

The core hours for the Contractor employees are from 10:00 am and 5:00pm EST, Monday through Friday except Federal holidays, or when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government closings. The Contractor shall, at all times, maintain an adequate workforce for the uninterrupted performance of all tasks defined within this PWS. There may be occasions when Contractor employees must be required to work other than normal business hours, including weekends and holidays, to fulfill requirements under this PWS.

#### **4.5 TRAVEL**

Contractor travel may be required to support this requirement. All travel required by the Government outside the local commuting area(s) will be reimbursed to the Contractor in accordance with FAR 31.205-46. The Contractor must be responsible for obtaining COR approval (electronic mail is acceptable) for all reimbursable travel in advance of each travel event.

#### **4.6 POST AWARD CONFERENCE**

The Contractor must attend a Post Award Conference with the Contracting Officer and the COR no later than 10 business days after the date of award. The purpose of the Post Award Conference, which will be chaired by the Contracting Officer, is to discuss technical and

contracting objectives of this contract and review the Contractor's draft project plan. The Post Award Conference will be held at the Government's facility, located at United States Coast Guard, 2703 Martin Luther King Jr. Ave, SE, Washington, DC 20593-7000 or via teleconference.

#### **4.7 PROJECT PLAN**

The Contractor must provide a draft Project Plan at the Post Award Conference for Government review and comment. The plan, at a minimum, must include: (a) list of work to be performed; (b) project schedule; (c) description of intended results; (d) role of key personnel, if applicable and (e) how quality of service (project) will be maintained throughout life of contract. The Contractor must provide a final Project Plan to the COR not later than 10 business days after the Post Award Conference.

#### **4.8 PROGRESS REPORTS**

The Project Manager must provide a weekly progress report to the Contracting Officer and COR via electronic mail. This report must include a summary of all Contractor work performed, including a breakdown of labor hours by labor category, all direct costs by line item, an assessment of technical progress, schedule status, any travel conducted and any Contractor concerns or recommendations for the previous reporting period.

#### **4.9 PROGRESS MEETINGS**

The Project Manager must be available to meet with the COR upon request to present deliverables, discuss progress, exchange information and resolve emergent technical problems and issues. These meetings must take place via video conference or teleconference.

#### **4.10 GENERAL REPORT REQUIREMENTS**

The Contractor must provide all written reports in electronic format with read/write capability using applications that are compatible with DHS workstations (Microsoft Office Applications).

#### **4.11 INTELLECTUAL PROPERTY**

Any intellectual property developed in response to any task area is the sole property of the USCG, including but not limited to reports, presentations, training materials, and related electronic files, unless a specific written legal agreement is reached on a specific item.

#### **SENSITIVE INFORMATION REQUIREMENTS**

Contractor must protect all sensitive information (e.g., For Official Use Only, PII, etc.,) to which they have access under this PWS. In accordance with DHS Management Directive (MD) 11042.1 "Safeguarding Sensitive But Unclassified (For Official Use Only) Information," all Contractor personnel with access to sensitive information must execute *DHS Form 11000-6, Department of Homeland Security Non-Disclosure Agreement (NDA)*, as a condition of access to such information. The Contractor must maintain signed copies of the NDA for all employees as a record of compliance. The Contractor must provide copies of the signed NDA to the

Contracting Officer's Representative (COR) no later than two (2) days after execution of the form.

Any access to data, categorized as Controlled Unclassified Information (CUI), must adhere to the servicing DoD guidance to handle such information.

Further, sensitive information must be protected in accordance with DHS Class Deviation 15-01 for proper handling and safeguarding of the security of all such USCG information, as defined in the terms and conditions of this task order.

#### **4.12 PROTECTION AND PROPRIETARY INFORMATION**

Contractor access to information protected under the Privacy Act may be required under this PWS. Contractor employees must safeguard this information against unauthorized disclosure or dissemination in accordance with the law and Government policy and regulation.

If contractor access to proprietary information submitted by other contractors is required under this PWS, a contractor that gains access to proprietary information of other companies in performing advisory and assistance services for the Government must agree with the other companies to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished. The Contractor must furnish the contracting officer copies of these agreements and ensure that they are properly executed.

#### **4.13 SECTION 508 COMPLIANCE**

36 CFR 1194.21 Software Applications and Operating Systems, applies to all EIT software applications and operating systems procured or developed under this work statement including but not limited to GOTS and COTS software. In addition, this standard is to be applied to Web-based applications when needed to fulfill the functional performance criteria. This standard also applies to some Web based applications as described within 36 CFR 1194.22.

36 CFR 1194.22 Web-based Intranet and Internet Information and Applications, applies to all Web-based deliverables, including documentation and reports procured or developed under this work statement.

When any Web application uses a dynamic (non-static) interface, embeds custom user control(s), embeds video or multimedia, uses proprietary or technical approaches such as, but not limited to, Flash or Asynchronous JavaScript and XML (AJAX) then 1194.21 Software standards also apply to fulfill functional performance criteria.

36 CFR 1194.24 Video and Multimedia Products, applies to all video and multimedia products that are procured or developed under this work statement. Any video or multimedia presentation shall also comply with the software standards (1194.21) when the presentation is through the use of a Web or Software application interface having user controls available.

36 CFR 1194.31 Functional Performance Criteria, applies to all EIT deliverables regardless of delivery method. All EIT deliverable shall use technical standards, regardless of technology, to fulfill the functional performance criteria.

36 CFR 1194.41 Information Documentation and Support, applies to all documents, reports, as well as help and support services. To ensure that documents and reports fulfill the required 1194.31 Functional Performance Criteria, they shall comply with the technical standard associated with Web-based Intranet and Internet Information and Applications at a minimum. In addition, any help or support provided in this work statement that offer telephone support, such as, but not limited to, a help desk shall have the ability to transmit and receive messages using TTY.

#### **4.14 SECTION 508 APPLICABLE EXCEPTIONS**

Exceptions for this work statement have been determined by DHS and only the exceptions described herein may be applied. Any request for additional exceptions shall be sent to the COTR and determination will be made in accordance with DHS MD 4010.2. DHS has identified the following exceptions that may apply: 36 CFR 1194.3(b) Incidental to Contract, all EIT that is exclusively owned and used by the contractor to fulfill this work statement does not require compliance with Section 508. This exception does not apply to any EIT deliverable, service or item that will be used by any Federal employee(s) or member(s) of the public. This exception only applies to those contractors assigned to fulfill the obligations of this work statement and for the purposes of this requirement, are not considered members of the public.

#### **4.15 SECTION 508 COMPLIANCE REQUIREMENTS**

36 CFR 1194.2(b) (COTS/GOTS products), When procuring a product, each agency shall procure products which comply with the provisions in this part when such products are available in the commercial marketplace or when such products are developed in response to a Government solicitation. Agencies cannot claim a product as a whole is not commercially available because no product in the marketplace meets all the standards. If products are commercially available which meet some but not all of the standards, the agency must procure the product that best meets the standards. When applying this standard, all procurements of EIT shall have documentation of market research that identify a list of products or services that first meet the agency business needs, and from that list of products or services, an analysis that the selected product met more of the accessibility requirements than the non-selected products as required by FAR 39.2. Any selection of a product or service that meets less accessibility standards due to a significant difficulty or expense shall only be permitted under an undue burden claim and requires authorization from the DHS Office of Accessible Systems and Technology (OAST) in accordance with DHS MD 4010.2

All tasks for testing of functional and/or technical requirements must include specific testing for Section 508 compliance, and must use DHS Office of Accessible Systems and Technology approved testing methods and tools. For information about approved testing methods and tools send an email to [REDACTED]

## **5.0 GOVERNMENT FURNISHED RESOURCES**

The Government will provide the following property to the Contractor for work required under this contract:

(1) one Laptop, (2) one Docking Station and (3) a Common Access Card (CAC).

The Government will provide the following initial information, data and documents to the Contractor for work required under this contract, within two business days of date of the award:

- Coast Guard policies, processes, procedures and reports as they relate to the Coast Guard's core values and organizational assessments and/or are necessary to investigate identified triggers or potential barriers
- Coast Guard agency-wide workforce data
- Coast Guard agency-wide EEO complaint data (Annual 462 Reports)
- Coast Guard CRL/OTE policies, processes, and procedures
- Coast Guard grievance policies, processes, and procedures
- Coast Guard directives and policies concerning the Union
- MD-715 Reports (Annual EEO Program Status Report)
- Federal Equal Opportunity Recruitment Program Report
- Civil Rights, Diversity & Inclusion Division Annual Reports
- Organizational Assessment Surveys/Reports
- Defense Organizational Climate Survey (DEOCS)
- Civil Rights Strategic Plan
- Diversity and Inclusion Strategic Plan
- Merit Promotion Plan
- Awards and Recognition Program Policy
- Recruitment Plan
- Mentoring Program Policy
- Training Program Policy
- Selection Procedures
- Disciplinary Policy

The Contractor will advise on any additional datasets needed to accomplish the requirements.

The Contractor must use Government furnished information, data and documents only for the performance of work under this contract, and must be responsible for returning all Government furnished information, data and documents to the Government at the end of the performance period. The Contractor must not release Government furnished information, data and documents to outside parties without the prior and explicit consent of the Contracting Officer.

## **6.0 CONTRACTOR FURNISHED PROPERTY**

The Contractor must furnish all facilities, materials, equipment and services necessary to fulfill the requirements of this contract, except for the Government Furnished Resources specified in PWS 2.0 and PWS 6.0.

## **7.0 GOVERNMENT ACCEPTANCE PERIOD**

The COR will review deliverables prior to acceptance and provide the contractor with an e-mail that provides documented reasons for non-acceptance. If the deliverable is acceptable, the COR will send an e-mail to the Contractor notifying it that the deliverable has been accepted.

**7.1** The COR will have the right to reject or require correction of any deficiencies found in the deliverables that are contrary to the information contained in the Contractor's accepted proposal. In the event of a rejected deliverable, the Contractor will be notified in writing by the COR of the specific reasons for rejection. The Contractor may have an opportunity to correct the rejected deliverable and return it per delivery instructions.

**7.2** The COR will have three (3) business days to review deliverables and make comments. The Contractor must have two (2) business days to make corrections and redeliver.

**7.3** All other review times and schedules for deliverables must be agreed upon by the parties based on the final approved Project Plan. The Contractor must be responsible for timely delivery to Government personnel in the agreed upon review chain, at each stage of the review. The Contractor must work with personnel reviewing the deliverables to assure that the established schedule is maintained.

## 8.0 DELIVERABLES

Deliverables and their due dates will be defined on individual call orders. The following is a list of anticipated deliverables that may be required.

ITEM	PWS REFERENCE	DELIVERABLE / EVENT	DISTRIBUTION
1	4.6	Post Award Conference	N/A
2	4.6	Draft Contractor Project Plan	COR, Contracting Officer, CRD Director and Assistant Director
3	4.7	Final Contractor Project Plan	COR, Contracting Officer
4	2.2 4.8	Progress Reports	COR, Contracting Officer, CRD Director and Assistant Director
5	2.1	Develop and Execute Research Design	COR, Contracting Officer, CRD Director and Assistant Director
6	2.1.4	Conduct Data Analysis and Provide Data Interpretation Service.	
7	2.2.2	Final Barrier Analysis Report/ Technical Documentation	COR, Contracting Officer, CRD Director and Assistant Director

## 9.0 PERFORMANCE REQUIREMENTS

The performance requirement establishes key elements of Contractor performance that represent “mission essential” service requirements, which are identified below.

- Barrier Analyses must use as the primary methods, statistical methods recognized as valid within a social science community for each given dataset for the purpose of drawing statistical inferences (e.g. Industrial-Organizational Psychology, Economics, Sociology, etc.). Additional supporting analyses may use methods or visualization techniques that do not require drawing statistically valid inferences with respect to a population.

- For Barrier Analyses and Ad-hoc analyses, the analyses must be able to answer the research questions (i.e. What are the factors that explain the outcome? or What is the relationship between the independent variables and the outcome?). Research questions draw from disparities with respect to employment lifecycle stages identified in the Trigger Analysis, Workforce Summary Tools, or MD-715 Reports.
- The accuracy of final computations for all data analytic work must be verifiable to any third-party using the data, requiring as few steps as possible to trace final computations back to source data.
- Interim deliverables for data analytic tasks must be 80% error-free, and final deliverables must be 95% error-free.
- For written tasks, documents must be hosted on AWS.
- For written tasks, the contractors will provide any scripts they use to automate the data blending and cleaning, particularly if they are .csv datasets.
- For written tasks, if instructional, documents must be written in clear language that explains, from start to finish, how to accomplish the objective, without missing key stages of procedure.
- For written tasks, if qualitative or descriptive research materials, documents must be written in clear language that, once qualitative data are gathered, would answer the research questions.
- When combined, the quantitative and qualitative research should provide an exhaustive research investigation.
- When combined, the quantitative and qualitative research must be sufficient to indicate specific policy or procedural actions that would eliminate, minimize, or reduce statistical disparities with respect to protected groups in an aspect of the employment lifecycle.
- The agency reserves the right to use Earned Value Management and Integrated Baseline Review at any time. In such scenarios, contractor will be required to produce periodic reports including, but not limited to, information on skill level, experience, and availability of personnel, including time commitments of personnel on other contracts (subject to confidentiality needs) or other work responsibilities, and to assist in any related data collection.

## 10. PERFORMANCE STANDARDS

It is expected that all conditions of the Quality Assurance Surveillance Plan are met prior to or concurrent with submission of invoices. If the materials evidencing consistent review are not submitted prior to or concurrent with invoice, 8% of the invoiced amount will be approved after, but not before, such materials are received. If the materials evidencing consistent project management are not submitted concurrent with or prior to invoice, 12% of the invoiced amount will be approved after, but not before, such materials are received.

### Quality Assurance Surveillance Plan

Performance Objective	Performance Standard	AQL	Surveillance Method	Incentive/ Disincentive
Superior Quality/Accuracy	<p><b>Data tasks:</b> Interim deliverables are 80% error-free. Final deliverables are 95% error-free.</p> <p><b>Written tasks:</b></p> <p>If instructional, written in clear language that explains, from start to finish, how to accomplish the objective.</p> <p>If qualitative or descriptive research materials, written in clear language that, once qualitative data are gathered, would answer the research questions.</p>	<p>Interim Tasks: 80%</p> <p>Final deliverables: 95%</p>	Review of Work Product. Data-related error levels are computed on a row or column basis.	
Verifiability	Final computations are traceable to source data within no more than 2 steps		Review of Work Product	
Consistent Review	Written confirmation for each interim and final deliverable that it has been reviewed by Key Personnel for accuracy and quality	95%	Review emailed confirmation of review submitted with work products	8% of invoiced amount is conditional on this requirement.

Consistent project management	A sample of evidence of project management submitted concurrent with each invoice (i.e. emails in response to analyst questions, internal meeting invitations, etc.)	5 documents per month, not including evidence of joint meetings with the agency.	Review evidence submitted concurrent with invoice	12 % of invoiced amount is conditional on this requirement.
Staffing quality	Key personnel account for at least 50% of invoiced hours		Review invoice	Invoices must meet this requirement OR contractor must receive written approval for a monthly variance from the agency.
Staffing quality	Labor hours submitted are equivalent to at least 2 FTEs (approx.)		Review invoice	
Customer satisfaction	Customer feedback from USCG CRD management, Subject Matter Experts, or leadership of key stakeholders		Review customer comments on final work products and/or associated presentations	