

# **Performance Work Statement (PWS)**

## **ORGANIZATIONAL DEVELOPMENT AND PROFESSIONAL LEARNING SERVICES**

TRACKING NUMBER: ESEP190042AP



**Office of Elementary and Secondary  
Education (OESE)**

October 17, 2018

## 1.0 PURPOSE

The primary purpose of this Performance Work Statement (PWS) is to secure contract support for the Office of Elementary and Secondary Education (OESE), within the U.S. Department of Education. Specifically, the contract will support the work of OESE's Deputy Assistant Secretary for Management. The contractor shall provide assistance on a series of organizational development projects, and provide training to OESE's managers, supervisors, and staff to deepen the office's management and supervisory capacity and to increase the workforce's job skills.

The desired end result is to create a significant and sustained improvement in organizational effectiveness and efficiency within OESE. It is also to increase employee satisfaction, commitment, engagement, and productivity.

## 2.0 ORGANIZATIONAL NEED

OESE requires the services of a contractor with expertise in organizational development and professional learning to assist in conducting innovative improvement projects in areas like:

- **Human capital management**
  - Employee Development
  - **Leadership Development—*Current area of emphasis***
  - **Performance Management—*Current area of emphasis***
  - Recruitment
  - **Retention—*Current area of emphasis***
  - **Succession Planning—*Current area of emphasis***
  - Workforce Planning
- Process efficiency/innovation
- **Knowledge and data management—*Current area of emphasis***
- **Workplace culture—*Current area of emphasis***
- **Adaptive organizational structure—*Current area of emphasis***
- **Professional learning—*Current area of emphasis***
- **Customer Experience—*Current area of emphasis***

## 3.0 BACKGROUND

OESE has a staff of roughly 200 employees (down from a high of 270 employees). These employees are currently organized in eight offices that make and administer education grants, called "program offices," and one office that provides cross-cutting support to the program offices, called the OESE front office.

## ***Reorganization***

OESE is facing a number of organizational challenges. The first is that OESE will undergo a major reorganization in fiscal year 2019, which will merge two separate offices into a single combined office, and dramatically change the way work is currently performed. The reorganization is occurring in response to an executive order issued by the President of the United States in March of 2017 to reorganize Federal government agencies and functions in order to improve the efficiency, effectiveness and accountability of the executive branch. The Secretary of Education has determined that the reorganization will help realize the goal of a smaller and more strategic Federal role in education.

The reorganization will combine the Office of Elementary and Secondary Education (OESE) and the Office of Innovation and Improvement (OII) into a single PK-12 education office. The new structure will move from a program-based organizational structure to a structure that is based on work functions (e.g., administering grant programs, establishing policy and spotlighting effective practices, and responding to grantees).

The new structure will require staff to collaborate with and rely on colleagues in other organizational divisions in order to successfully complete projects from end-to-end (currently each office manages a series of grant programs from cradle to grave). Cross-divisional project teams will collaborate on projects requiring input from more than one division. As part of the reorganization, staff will re-examine existing processes and current workload to determine what is working well and what needs to be done differently. The new office will also need to consider which activities to terminate given reduced staffing resources in order to focus on the work that is the most critical to the office's mission and/or is required by law.

## ***Employee Satisfaction***

A second organizational challenge is employee satisfaction, as measured by the Global Satisfaction Index on the 2018 Employee Viewpoint survey conducted by the Office of Personnel Management (OPM). After years of steady improvement, OESE's score dropped by 17% in 2018.

**Global Satisfaction Index Scores** on the ***Federal Employee Viewpoint Survey*** (FEVS) from **2012 - 2018**

2012	2013	2014	2015	2016	2017	2018
50%	56%	58%	60%	60%	60%	43%

Questions from the Global Satisfaction Index:

- I recommend my organization as a good place to work.
- Considering everything, how satisfied are you with your job?
- Considering everything, how satisfied are you with your pay?
- Considering everything, how satisfied are you with your organization?

OESE would like to examine the root cause of this drop in satisfaction, and see how it can be reversed in future years. OESE's goal is to become a high performing organization, and a best place to work.

#### **4.0 PERIOD OF PERFORMANCE**

The period of performance for this requirement shall be one 12-month base year and four 12-month option years.

#### **5.0 TASKS**

The tasks that the contractor may perform under the scope of this contract are described below. The contractor shall furnish all of the necessary personnel and materials required for the performance of work under this contract (with the exception of "Government Furnished Information," which will be provided as needed).

##### ***TASK 1 – KICK-OFF MEETING***

###### ***Subtask 1.1 – Initial Kick-Off Meeting***

The contractor shall participate in a kick-off meeting at the Department within 10 business days of the effective date of the contract. The purpose of this meeting is:

- for Department personnel to articulate the vision for the contract,
- to provide the contractor with any additional information and documentation needed to successfully complete the contract,
- to review the PWS to resolve any questions and clarifications,
- to discuss specific projects that the contractor shall be required to complete, including the envisioned level of effort, and
- to begin to develop estimated timelines.

###### ***Subtask 1.2 – Project Kick-Off Discussion***

The contractor shall also participate in a kick-off discussion with the COR and key Department staff each time a new project is assigned. The discussion can occur in person, by phone, or over email, depending on the complexity of the project. The purpose of this meeting is:

- for the COR and Department personnel to articulate the vision for that project,
- for the COR, Department staff, and the contractor to agree upon the best and most cost-effective approach to successfully complete the project, and
- to begin to identify project milestones/deliverables, an estimated level of effort, and estimated timelines.

##### ***TASK 2 – ORGANIZATIONAL DEVELOPMENT SERVICES***

###### ***Need for Agile Management and "Just in Time" Services***

OESE has very clear organizational goals. However, OESE works in a constantly changing environment, and needs to have enough agility to address emerging organizational needs and priorities on a “just in time” basis. Since the needs that are identified will change from year to year, the contractor’s approach will also need to change. Each performance period, the contractor shall be required to provide services that have been determined by the government to be of greatest importance in achieving organizational goals. The contractor shall have the capability to do intermittent work, often with little advance notice. Moreover, there will be times when multiple projects will occur simultaneously, and times when there are no projects.

### ***How Services Will be Determined***

The services that are required each year will be based primarily on a number of data and information sources, including the following:

- management and organizational needs and priorities (ongoing and emerging)
- OESE’s professional learning needs analysis
- the results of the annual *Federal Employee Viewpoint Survey* (particularly areas that had the lowest levels of employee satisfaction)
- internal data collections (e.g., focus groups or interviews aimed at helping OESE understand the root causes of dissatisfaction among employees)
- research on best practices around identified issues

### ***Anticipated Number of Services***

The Department anticipates the following volume of projects each year:

- 2-5 major projects that have multiple phases  
EXAMPLES:
  - analyze FEVS scores and present the resulting analysis to the leadership team in 9 client offices
  - assist with the development of a strategic plan
  - support a workgroup for a series of meetings (agenda, facilitation, notes)
  - assist in documenting and improving internal processes through developing process maps and determining strategies to streamline work
- 6-12 small projects  
EXAMPLES:
  - produce a literature review
  - facilitate a meeting
  - customize a course
- 20-30 trainings that typically range in length from ½ day to 1 day, but could be as long as 5 days

PLEASE NOTE: These are general estimates for planning purposes, and may increase or decrease each year as needs change.

### ***Types of Projects and Services that MAY be Required***

OESE requires the assistance of a contractor who has experience and expertise in the topics listed in the *Organizational Need* section of this document. To achieve the goals described in the *Purpose* and *Background* sections, the contractor shall be required to provide services like those described below.

Examples of types of projects that may be required:

- ***Help Build Management/Leadership Capacity***—Provide support in identifying and fulfilling professional learning needs for OESE executives, managers, supervisors and staff. This may include making recommendations regarding the type, design, and delivery of management development activities, and providing appropriate “just-in-time” development and professional learning solutions. It may also include providing instructors for leadership development programs for staff at varying pay and performance levels.
- ***Create and Sustain a Work Environment that OESE Staff Describe as a Best Place to Work***—Provide support to OESE in responding to issues identified through the annual *Federal Employee Viewpoint Survey* by determining the underlying reasons for the survey results, and using this knowledge to identify, prioritize and help implement high-impact solutions to continually improve OESE’s work environment.
- ***Support Performance Management***—Provide support in creating a strong, results-oriented performance culture for OESE (see Appendix B). In particular, help OESE’s executives and managers establish clear standards that differentiate between performance levels on the Department’s Results ACHieved (REACH) performance system.
- ***Support the Formation of New Organizational Units***—Assist with bringing existing organizational units together to form a restructured, yet cohesive, new working unit.

The Department will identify specific organizational priorities, and the Department and the contractor will work together to determine the approach.

In performing this work, the contractor will often be required to perform the following types of services:

- ***Facilitate Meetings.*** The contractor shall facilitate office working groups to help members develop a shared understanding of their common objectives, plan how to achieve these objectives, and implement the plan. Upon request, the contractor shall develop draft agendas, facilitate meetings, and produce notes of proceedings.
- ***Gather Data.*** The contractor shall gather valid and reliable data using the data collection methods that are determined to be the most appropriate for the project. The contractor shall decide which methods to use in consultation with the COR and key Department management and staff. For example, the contractor may be required to

produce literature reviews, conduct focus groups, interview staff, develop and administer surveys, conduct needs assessments, administer polls, and/or gather data in comparable ways. In some cases, the data may be sensitive or confidential or may require that respondents are provided anonymity.

- ***Provide Analytic Services.*** The contractor shall analyze data using valid and reliable analytic strategies. This may be data that is collected as described above or data that is provided by an external source. As part of this analysis, the contractor may be required to identify one or more of the following: root causes, trends, projections, patterns, relationships, factors, components, gains/losses, results, etc. The contractor may be required to create data maps or visualizations. The contractor shall use the data to provide recommendations to key Department management and staff. The contractor may be required to present recommendations to groups of various sizes, including all OESE staff or subgroups (e.g., executives, managers, supervisors, staff from a particular office).
- ***Develop and/or Help Implement Action Plans.*** The contractor may be required to develop and/or implement action plans that are based on an approach that is determined through the work described above. The action plans should include clear goals, objectives, activities, timelines and resources. Implementing the action plan may require activities like presenting content at meetings, facilitating meetings or discussions, recording meeting proceedings, developing products, testing products, developing communications, providing training on products, etc. It may also mean conducting follow-up meetings to assess progress, address emerging needs, and determine where adjustments to the action plan are needed based on experience gained through the implementation process.
- ***Provide Professional Learning and Training.*** The contractor shall provide professional learning on topics identified by the government. The purpose of the professional learning is to improve the capacity, skills, and knowledge of OESE's executives, managers, supervisors, and staff. **The contractor shall have the capability of providing training that is worth Continuous Learning Points (CLPs) for Contracting Officer's Representatives (CORs).**

The contractor may be required to assist in conducting a learning needs assessment to determine highest priority professional learning needs. **In most cases, the contractor shall use "off the shelf" courses that have already been developed that require minimum or no customization.** The contractor shall use instructors that employ highly interactive and engaging teaching methods.

While OESE is the focus of this work, OESE may on occasion share professional learning services with other principal offices within the Department or procure professional learning services for those offices. For informational purposes, professional learning that has been provided in past years or is anticipated in the future is listed below.

Building Stronger Relationships with Empathy  
Building Trust  
Change the Game: Why Bias and Equity Matter  
Collaborative Communication  
Conflict Management  
Contracting Officer's Representative (COR) Training: Contract Administration  
COR Training: Contractor Performance Evaluation  
COR Training: *FAR FUn*amentals (Federal Acquisition Regulations Boot Camp)  
COR Training: Price Analysis

**Customer Experience—Area of Emphasis**

Developing Critical Thinking Skills to Solve Complex Problems

**Distinguishing Between Customer Service and Customer Satisfaction—Area of Emphasis**

Diversity and Inclusion  
Effective Communication & Information Sharing  
Effective Training Design  
Elevating Your Workplace Communication  
Emotional Intelligence  
Good Government Writing: Using Plain Language  
IT Boot Camp (MS Office suite)  
Leadership that Improves Performance  
Leading Change  
Leading from Where You Sit: The Art of Getting Results  
Listening & Facilitation Skills  
Managing Multiple Priorities  
Managing Performance  
Managing Well in a New Reality: Diversity/Inclusion Workshop  
Problem Solving  
Process Improvement with Gap Analysis  
Project Management  
Resilience  
Self-Awareness as a Leader Using FIRO-B

**Stakeholder Management—Area of Emphasis**

Team Building  
The Art of Leading Others – Applying FIRO-B  
Tools for Effective Teamwork  
Using Data to Improve Decisions  
What Do Moods Have To Do With Effective Teams

- **Evaluate and Produce Evaluation Reports.** The contractor may be required to plan and conduct an evaluation of specific services. This may include developing an evaluation plan that identifies key performance indicators and outcomes (e.g., what do we need to look at and measure to know that we are successful), compiling evaluation results, conducting various types of analyses, summarizing the evaluation results, presenting the results through charts, graphs, dashboards, infographics or other visual methods that make the data easy to understand and interpret (data visualization), providing recommendations based on the data, etc.

The government does not anticipate that the contractor will provide all of the services described in this section every year and new organizational development services may be added



to reflect changing organizational needs; the government also anticipates that some services may take more than a single year to complete as part of a multi-phase approach. For every service provided, the contractor shall informally evaluate both the process that was used and the results and make recommendations to guide future work.

### ***TASK 3 – PROJECT MANAGEMENT***

The contractor shall complete and submit the following reports:

#### ***Subtask 3.1 –Project Plan and Cost Estimate***

Prior to the start of each project, the contractor shall develop and submit a Project Plan and Cost Estimate to the COR.

- a. **Project Plan**—The contractor shall provide a brief description of the project, list of key project milestones/deliverable, the estimated number of hours required by each staff member to complete each milestone/task, and the estimated timeline. The contractor shall base this plan on discussions with the COR, key Department staff, data collected by the contractor (where applicable), and information supplied by the Department (where applicable).
- b. **Cost Estimate**—The contractor shall:
  - include all resources—especially labor—required to complete all tasks (name, labor category, labor rate, labor hours).
  - base costs on anticipated milestones and/or deliverables.
  - submit the estimate as an Excel chart or an alternative that is acceptable to the COR, so that the Government can independently verify the formulas used.
- c. The contractor shall submit the Project Plan and Cost Estimate as a single combined document.
- d. The contractor shall submit the Project Plan and Cost Estimate within 10 business days of when the project requirements are conveyed to the contractor. The COR will approve the Project Plan and Cost Estimate before work may begin.
- e. The contractor shall submit the final version of documents no more than five business days after the contractor receives feedback from the COR, unless an extension is requested and received from the COR.

Unless otherwise authorized by the COR, work on each project shall begin within 10 business days after final COR approval of the Project Plan and Cost Estimate. If it becomes clear after the Project Plan and Cost Estimate are approved that the approach or level of effort should be changed (the government requests changes or a better approach is identified by the contractor), the contractor shall discuss proposed changes with the COR as soon as possible, and the contractor shall update the Project Plan/Cost Estimate to reflect any agreed upon changes. The COR shall approve all changes to the documents.

### ***Subtask 3.2 – Consultation and Status Updates at Key Decision Points***

For each project, the Department will provide the project goals and objectives, and may suggest a preferred approach. The contractor shall provide options and recommendations for management's consideration. The contractor shall focus on high impact solutions that can be institutionalized given the Department's current budgetary and human resources constraints.

If requested, the contractor shall provide a concise summary of discussions, ensuring that key decisions regarding the approach are documented. The contractor shall provide the summary to the COR, per the deliverables schedule.

Once the government has determined a preferred approach, the contractor shall be responsible for the development of all procedures and materials needed to implement the project. The contractor shall assist the government in using the most effective and cost-efficient strategic approach to ensure the success of the project.

### ***Subtask 3.3 – Consolidated Burn Report***

Each month, the contractor shall submit a *Consolidated Burn Report* that describes the current funding status of the contract. At a minimum, the contractor shall provide the following information in the report. An example of an acceptable reporting format has been provided in Appendix A. Other approaches may be considered if they are acceptable to the COR.

For the contract as a whole:

<ul style="list-style-type: none"><li>▪ Reporting Month</li><li>▪ Current Project Period<ul style="list-style-type: none"><li>– Base year, option year 1, option year 2, etc.</li><li>– Performance period beginning and ending dates</li></ul></li><li>▪ Total funding for the project year</li><li>▪ Funds expended to date</li><li>▪ Funds remaining</li><li>▪ Funds allocated but not spent (proposed/approved projects that have not been completed)</li><li>▪ Unallocated funding</li></ul>	<p><b>EXAMPLE:</b></p> <table><tr><td><b>Reporting Month:</b></td><td><b>June 2019</b></td></tr><tr><td><b>Base Year</b> (June XX, 2019 – June XX, 2020)</td><td><b>Amount</b> \$ XXX,XXX.XX</td></tr><tr><td><b>YTD Costs</b></td><td>\$ XX,XXX.XX</td></tr><tr><td><b>Unused Funding YTD</b></td><td>\$ XXX,XXX.XX</td></tr><tr><td><b>Allocated</b> (Approved/Proposed Projects)</td><td>\$ XX,XXX.XX</td></tr><tr><td><b>Unallocated Funding</b></td><td>\$ XX,XXX.XX</td></tr></table>	<b>Reporting Month:</b>	<b>June 2019</b>	<b>Base Year</b> (June XX, 2019 – June XX, 2020)	<b>Amount</b> \$ XXX,XXX.XX	<b>YTD Costs</b>	\$ XX,XXX.XX	<b>Unused Funding YTD</b>	\$ XXX,XXX.XX	<b>Allocated</b> (Approved/Proposed Projects)	\$ XX,XXX.XX	<b>Unallocated Funding</b>	\$ XX,XXX.XX
<b>Reporting Month:</b>	<b>June 2019</b>												
<b>Base Year</b> (June XX, 2019 – June XX, 2020)	<b>Amount</b> \$ XXX,XXX.XX												
<b>YTD Costs</b>	\$ XX,XXX.XX												
<b>Unused Funding YTD</b>	\$ XXX,XXX.XX												
<b>Allocated</b> (Approved/Proposed Projects)	\$ XX,XXX.XX												
<b>Unallocated Funding</b>	\$ XX,XXX.XX												

<ul style="list-style-type: none"><li>▪ Current prime contractor/subcontractor payment split</li><li>▪ Estimated future payment split</li></ul>	EXAMPLE:	

For each project:

- Project name
- Project personnel (name, labor category, labor rate, labor hours used this reporting period, labor cost this reporting period, total cumulative labor cost to date)
- Other invoiced costs (item, cost per unit, number of units used this reporting period, cost this reporting period, cumulative cost to date)
- Total project costs (1) during the reporting period, and (2) cumulative to date.
- Indication if project is in-progress or completed

Name	Cost per Unit (e.g., Loaded Labor Rate)	Units Used This Reporting Period (e.g., Labor Rate)	Cost This Reporting Period	Total Units to Date	Total Cost To Date
Senior Content Specialist					
Content Specialist					
Clerical Support					
Other Direct Costs (Itemized)					
<b>Project Total</b>					

Project Plan Approved Hours	Project Plan Total	Remaining Hours	Remaining Balance

The contractor shall submit the *Consolidated Burn Report* the first business day of every month in a Microsoft Excel format. The contractor shall maintain the current *Consolidated Burn Report* and all prior reports that performance period in a single workbook that has a tab for each month.

The contractor shall complete and submit other ad-hoc reports, as requested. For example, the COR could request a description of the contractor's progress, including both planned and completed work, for projects that the COR is not involved with on a day to day basis.

#### **TASK 4 – CLOSING CONSULTATION**

Upon request, the contractor shall conduct a closing consultation with the COR and key Department staff on major projects to provide final products, to assess the success of the work, to discuss "lessons learned," to describe how to maintain progress, and to make recommendations to guide future work. If requested, the contractor shall provide a concise closing report that briefly documents the service that was provided and provides the information discussed above.

#### **6.0 GOVERNMENT FURNISHED INFORMATION**

The COR will provide the contractor with information regarding OESE's results on the annual Federal Employee Viewpoint Survey and other reports and data when they are required for a project.

## 7.0 SCHEDULE OF DELIVERABLES

The contractor shall e-mail every deliverable identified in the following table to the COR in accordance with the prescribed schedule. The contractor shall e-mail all documents in Microsoft Word, Microsoft Excel, or Microsoft Project unless another format is approved by the COR. When applicable, all deliverables must meet the accessibility requirements of section 508 of the Rehabilitation Act of 1978.

The contractor and COR shall consult and agree upon dates in the Project Plan for specific project deliverables.

Task	Contractor Deliverable	Due Date
1	Kick-Off Meeting	Within 10 business days of contract start; held throughout period of performance when assigning a new project.
3.1	Project Plan and Cost Estimate	Draft within 10 business days after each project is identified; Final within 5 business days of COR approval
3.2	Summary of Key Decisions	If requested, within 5 days of each discussion regarding approach.
3.3	Burn Report	First business day of each month
3	Specific Service Deliverables	As agreed upon in final Project Plan under subtask 3.1
4	Closing Consultation Report	As agreed upon in final Project Plan under subtask 3.1

## APPENDIX A— Example of a Consolidated Burn Report

### CONSOLIDATED BURN REPORT

Reporting Month:

JULY 2019

	Amount
<b>Base Year</b> (June XX, 2019 – June XX, 2020)	\$ XXX,XXX.XX
<b>YTD Costs</b>	\$ XX,XXX.XX
<b>Unused Funding YTD</b>	\$ XXX,XXX.XX
<b>Allocated</b> (Approved/Proposed Projects)	\$ XX,XXX.XX
<b>Unallocated Funding</b>	\$ XX,XXX.XX

	Actual YTD	Forecast
<b>Prime</b>	55%	55%
<b>Subs</b>	45%	45%

Name	Cost per Unit (e.g., Loaded Labor Rate)	Units Used This Reporting Period (e.g., Labor Rate)	Cost This Reporting Period	Total Units to Date	Total Cost To Date
<b>Project Name: ABC PROJECT</b>			<b>APPROVED</b>		
Senior Content Specialist	\$ XXX	XX	\$ X,XXX	XX	\$ X,XXX
Content Specialist	\$ XXX	XX	\$ X,XXX	XX	\$ X,XXX
Clerical Support	\$ XX	X	\$ XXX	XX	\$ XXX
Other Direct Costs—Itemized					
--Training	\$ XXXX	X	\$ X,XXX	\$ XXX	\$ XXX
--Travel	\$ XXX	X			
--Printing	\$ XX	X			
<b>Project Total</b>			\$ X,XXX		\$ X,XXX
<b>Project Name: XYZ PROJECT</b>			<b>COMPLETED</b>		
Lead Consultant	\$ XXX	XX	\$ X,XXX	XX	\$ X,XXX
Consultant	\$ XXX	XX	\$ X,XXX	XX	\$ X,XXX
Clerical Support	\$ XXX	XX	\$ XXX	XX	\$ XXX
Other Direct Costs—Itemized	\$ 0	0	\$ 0	\$ 0	\$ 0
<b>Project Total</b>			\$ X,XXX		\$ X,XXX

Project Plan Approved Hours	Project Plan Total	Remaining Hours	Remaining Balance
XX	\$ X,XXX	XX	\$ X,XXX
XX	\$ X,XXX	X	\$ X,XXX
XX	\$ XXX	X	\$ XXX
	\$ XXX		
	\$ XX,XXX		\$ X,XXX
XX	\$ X,XXX	0	\$ X,XXX
XX	\$ X,XXX	0	\$ X,XXX
XX	\$ XXX		\$ XXX
\$ 0	\$ 0		
	\$ X,XXX		\$ X,XXX

Grand Total			\$ XX,XXX		\$ XX,XXX
Unused Funding					\$ XX,XXX

	\$ XX,XXX		\$ XX,XXX

**APPENDIX B—Roadmap for a Results-Oriented Performance Management Culture in OESE**

DRAFT

