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**NITAAC Work Statement (Performance Work Statement (PWS)) Template**

**Note: Use of this template is not required.** This template has been provided as a streamlined approach to assist you in drafting your information technology work statement (WS). Please consult and work with your contracting officer early and often to determine what is appropriate to your requirement. We welcome your suggestions for improving this template; please send them directly to [NITAACsupport@nih.gov](mailto:NITAACsupport@nih.gov). Have you successfully used a WS under a NITAAC order and would like to share it with the government community? Please send us your sample and we will review and may post it on our website for others to access.

**In general, consider the following:**

* Use a coherent language approach. For instance, choose one way to describe a topic and consistently use that choice. If you are referencing an on-premise server, you can also call this an on-site server. For a coherent approach choose either on-premise or on-site.
  + For extra credit (and a streamlined communication experience) practice plain language. Visit <https://www.plainlanguage.gov/> for practical tips.
* Structure your digital requirement in alignment with the USDS Playbook, <https://playbook.cio.gov/>.
* Adhere to the ‘Agile Manifesto’ principles[[1]](#footnote-1) when it makes sense.

As this is a guided template, this document contains instructional text and insights for completing each section. You are advised to delete all the template instructions once they are no longer useful to you.

# Project title

The title should be unique, descriptive, and be used consistently throughout the task order solicitation request process. Example: “Operations and Maintenance Support for the Web Security System (WSS)”.

# Introduction

Briefly describe what is being acquired (e.g., Task Area 1-10 for CIO-SP or CIO-SP SB). Include a description of services or a general description of items to be acquired.

# Background

Justify this effort in relationship to your agency’s mission. List other historical or parallel efforts such as other agency activities and industry efforts that provide additional information related to this WS. If this is for digital services, at a minimum list or reference your current operating environment. Diagrams, graphs, and other visual tools streamline industry’s ability to understand the government need.

# Objectives

Provide a concise overview of the program's goals and expectations that will be accomplished under this WS. A description of deliverables or requirements is not necessary since these will be included in the specific tasks section below. Objectives must be consistent with requirements and deliverables.

# Scope

Describe the general scope of work. In accordance with FAR 16.505, a performance-based WS should be considered to the maximum extent practicable for services. Identify each CIO-SP task area that fits with your WS and then ensure that your tasks or deliveries are within the scope of the GWAC. Full descriptions of the task areas are located on the NITAAC CIO-SP web pages. The following are the titles of all ten tasks:

CIO-SP3 and CIO-SP3 SB Task Areas:

* Task Area 1: IT Services for Biomedical Research, Health Sciences, and Healthcare
* Task Area 2: Chief Information Officer (CIO) Support
* Task Area 3: Imaging
* Task Area 4: Outsourcing
* Task Area 5: IT Operations and Maintenance
* Task Area 6: Integration Services
* Task Area 7: Critical Infrastructure Protection and Information Assurance
* Task Area 8: Digital Government
* Task Area 9: Enterprise Resource Planning
* Task Area 10: Software Development

CIO-SP4 and CIO-SP4 SB Task Areas:

* Task Area 1: IT Services for Biomedical Research, Health Sciences, and Healthcare
* Task Area 2: Chief Information Officer (CIO) Support
* Task Area 3: Digital Media
* Task Area 4: Outsourcing
* Task Area 5: IT Operations and Maintenance
* Task Area 6: Integration Services
* Task Area 7: Critical Infrastructure Protection and Information Assurance
* Task Area 8: Digital Government
* Task Area 9: Enterprise Resource Planning
* Task Area 10: Software Development

# Performance requirements

The performance requirements must be written in terms of outcomes, which are specific, measurable, attainable, relevant, time-bound and related to the organization’s mission. Remember the government will manage what is being produced by the contract holder (CH), not how the performance is being achieved. By setting requirements for the CH to achieve, you allow industry to bring its expertise to meet your requirements.

Provide expected workloads and any historical data relating to work volumes, this will allow the CH to analyze the work and the CH will use the performance requirements to determine the best solution to accomplish the requirements. The CH will provide their solutions in the form of a detailed PWS-response that will, in whole or part, be incorporated into the task order. Consult your contracting officer for the details as they apply to your requirement.

Follow the task (need), standard (level of quality desired), quality surveillance (measures of success), and incentives (if any) process to communicate your needs to the market. State any deliverables, e.g., non-disclosure forms, progress reports, quality assurance surveillance plan (QASP), etc. The QASP is used by the government’s official to monitor the quality of the contractor’s performance against performance standards and is required (see FAR 37.601(b)(2).

**Note**: A draft QASP may be submitted in response to the PWS, which can be finalized through discussion or soon after contract award and government acceptance. Remember the government loses its negotiating advantage once the contract is signed, so best practice is to negotiate the QASP prior to award, if at all possible.

**Best Practice**: Expect to release a draft of your PWS to industry, in order to receive comments and better prepare your document.

Provide a narrative of the specific tasks that make up the WS. Number the tasks sequentially, e.g., Task 1, narrative, and deliverables; Task 2, narrative, and deliverables, etc. Optional tasks, if applicable, must be identified and described.

The following are sample tasks which could be included in a potential WS. To comply with FAR 16.505, ensure: individual orders shall clearly describe all services to be performed or supplies to be delivered so the full cost or price for the performance of the work can be established when the order is placed.

## Task 1 – Project management (This task is provided as a sample; actual tasks are specific to your requirement.)

Staff a project management office (PMO) with the appropriate resources to manage a requirement of the complexity described. The PMO shall prepare a project management plan (PMP) describing the technical approach, organizational resources, and management controls to be employed to meet the price, performance, and schedule requirements throughout task order execution.

(If task areas are complex/long break into subtasks.)

### Risk management review support (Describe what the end result of the task is – e.g., provide a quarterly risk management report that will be used to brief the government program manager (PM). The deliverable is used by the government PM to brief other government executives. All risks tracked shall include mitigation strategies as appropriate and roll-up into a single program risk metric (e.g., red, yellow, green score))

Provide appropriate (the government defines appropriate with the assistance of market research) status reporting to monitor the quality assurance, configuration management, and security management of your project. Define the level of quality expected through the use of key performance indicators (KPIs), service level agreements (SLAs) or the like.

### Earned value management system *(*In general, this section only applies to time and material (T&M), labor hour (LH), and cost reimbursement contract types of a certain value and risk profile, delete this subsection if not applicable*.)*

Many agencies have supplemental regulation and guidance for when earned value management system (EVMS) is required or advised. Refer to your agency’s approved EVMS implementation and surveillance policy for guidance.

Include a deliverables section for each task area (6.X level) summarizing the dates and deliverables expected for the task area. Be sure to add them to the deliverables table at the end of the WS as well.

**Deliverables** (Describe what it is, what makes it acceptable, to whom and how it is delivered, etc.)

1. Draft project management plan (PMP) – (delivered within 15-days of task order award to the CO, the COR and at any agency specific deliverables portal, etc.)
2. Final PMP – delivered within 30-days of award
3. Risk log – delivered on the third Thursday of every month
4. In-progress review report – delivered on the second Monday of every month
5. EVMS report – delivered in conjunction with the in-progress review

## Task 2 – Prototype development and integration (This task is provided as a sample; actual tasks are specific to your requirement.)

Text in this section should describe the outcomes (business/service outcomes) desired. Use of a PWS provides the contract holder (CH) the freedom to bid how the work will be performed; define how quality is measured and maintained; and define the type and number of resources required to provide the outcomes described. The requirements should be defined (e.g., quantity, future requirement, parametric measures, historical data of the work performed – not necessarily the number of full time equivalents used, etc.to a level of sufficiency that will allow the CH to submit a realistic technical solution and the government to receive a comprehensive price. Things to consider are, What level of integration is needed – how many interfaces are envisioned? Will human centered design play a part of the development and outcome? How is the user experience considered?

EXAMPLE OF TASK 2 SUBTASKS:

6.2.1 Subtask 1 – Requirements definition

6.2.1.1 Subtask 1.1 – Build program backlog – develop user epics and stories

6.2.1.2 Subtask 1.2 – Organize sprints and burn down lists

6.2.2 Subtask 2 – Minimum viable product (MVP) delivery

6.2.2.1 Subtask 2.1 – Iteration on MVP

6.2.2.2 Subtask 2.2 – Update program backlog – develop new user epics and stories

6.2.3 Subtask 3 – Government acceptance testing (GAT)

6.2.4 Subtask 4 – Train staff to use program

6.2.5 Subtask 5 – Release MVP in production

6.2.6 Subtask 6 – Gather requirements for next iteration

Include a deliverables section for each task area (6.X level) summarizing the dates and deliverables expected for the task area. Be sure to add them to the deliverables table at the end of the WS as well.

**Deliverables**

1. Requirements definition – delivered in accordance with the WS and the PMP
2. Minimum viable product – delivered in accordance with the WS and the PMP
3. Government acceptance testing – delivered in accordance with the WS and the PMP
4. Train staff to use program – delivered in accordance with the WS and the PMP
5. Document lessons learned from prototype evaluation – delivered in accordance with the WS and the PMP
6. Update DevOps configuration items – delivered in accordance with the WS and the PMP
   1. Task 3 (Optional) – Help desk support (This task is provided as a sample; actual tasks are specific to your requirement.)

Text in this section describe an optional task that may or may not be exercised via a modification to the TOR. The requirements must be defined to a level of sufficiency that will allow the CHs to submit a realistic technical solution and the government to receive a comprehensive price

Include a deliverables section for each task area (6.X level) summarizing the dates and deliverables expected for the task area. Be sure to add them to the deliverables table at the end of the WS as well.

**Deliverables**

1. Help desk, top 20 – delivered within the next month’s (one-month in arrears) in-process review
2. Help desk service level agreement (SLA) report – delivered within the next month’s (one-month in arrears) in-process review

# Place of performance

Specify whether there are any government site requirements.

# Deliverables/delivery schedule

Precisely describe the items and outcomes to be delivered, both during the period of performance and at completion of the task order. Gather lists of deliverables from the deliverable section of each task and consolidate them in this section. For ease of contract administration, deliverables reference back to the requirement in the specific task section. Describe the schedule either in terms of calendar or business days from the date of award or in calendar days when other projects or program elements are dependent on the delivery (e.g., 10 calendar days after draft plan is approved). The table below provides an example list of deliverables.

|  |  |  |  |
| --- | --- | --- | --- |
| WS TASK # | DELIVERABLE TITLE | # CALENDAR DAYS AFTER TO AWARD | ACCEPTANCE CRITERIA |
| *6.1* | Project management plan (PMP) | Draft – 15, Final – 30 | Must accurately describe the work to be performed, meet all identified standards, be free of factual and grammatical errors, and be delivered on time. |
| 6.1.2 | In-process reports | Monthly, on 2nd Mondays | Must accurately portray work accomplished, meet all identified standards, be free of factual and grammatical errors and delivered on time. |
|  | (Continue as needed to document all deliverables) |  |  |

# Security

Agencies usually craft this section to be compliant with the security requirements and guidance of their information security and privacy officers. Other security requirements may also apply, and the ordering contracting officer is responsible for including these additional requirements in their solicitation and award.

## Confidential treatment of sensitive information (If this is not applicable to the project, delete this subsection.)

Include this subsection if the CH will have access to sensitive information and data during the performance of the task order. Review the clauses provided by your information security and privacy officers to see if you are already covered. This section may include such things as non-disclosure agreements, etc.

## System configuration security (If this is not applicable to your project, delete this subsection.)

If the services required include configuration of any systems or applications for which there exist agency configuration standards or NIST Security Checklist Standards, then the WS must require that these configurations conform to your agency or NIST standards.

# Government furnished information (GFI)

Identify any GFI that will be provided to the CH. This information is often best inserted into a table.

| **What it is** | **Where it is located** | **When the CH will have access to it** |
| --- | --- | --- |
| Auditing report on X system | Internal shared drive (Z:\\ …) | Post award |
| Policy on X system | Public website, linked at: https://www.sample.gov | Pre award |
| Architecture for X system | Teams site (https:// …) | Post award |
| (Continue as needed to document all GFI) |  |  |

To be compliant with the FAR, government furnished property (GFP) is incorporated in the terms and conditions as noted in FAR 45.201. The program office should compile the appropriate information and provide to the contracting officer. The contracting officer will decide to keep the GFP in the WS or move it to the task order terms and conditions.

| **The name, part number and description, manufacturer, model number, and National Stock Number** | **Quantity / unit of measure** | **Unit acquisition cost** | **Unique-item identifier or equivalent (if available and necessary for individual item tracking and management)** | **A statement as to whether the property is to be furnished in an "as-is" condition and instructions for physical inspection** |
| --- | --- | --- | --- | --- |
| 17ABC | EA | $2,076 | ZYWX1234 | Furnished as is |
| (Continue as needed to document all GFP) |  |  |  |  |

# Packaging, packing, and shipping instructions

Review FAR 52.212-4 Contract Terms and Conditions-Commercial Items[[2]](#footnote-2) to ensure anything added here is not a duplication or contradiction to that clause.

If required, the WS must state the following standard instructions at a minimum:

The CH shall ensure that all items are preserved, packaged, packed, and marked in accordance with best commercial practices to meet the packing requirements of the carrier and to ensure safe and timely delivery at the intended destination.

All data and correspondence submitted shall reference:

1. The CIO-SP authorization number (if applicable)
2. The NITAAC tracking number (if applicable)
3. The government agency
4. The contracting officer’s representative (COR) information

Containers shall be clearly marked as follows:

1. Name of CH
2. The CIO-SP authorization number (if applicable)
3. The NITAAC tracking number (if applicable)
4. Description of items contained therein
5. Consignee(s) name and address
6. State special requirements if they exceed these requirements.

# Inspection and acceptance criteria

Review FAR 52.212-4 Contract Terms and Conditions-Commercial Items[[3]](#footnote-3) to ensure anything added here is not a duplication or contradiction to that clause.

At a minimum, the WS must specify a final inspection and acceptance of all work performed, reports, and deliverables. State special requirements if they exceed the contract requirements.

1. **Other pertinent information or special considerations**

Include any special considerations or unique requirements necessary to accomplish the task order (e.g., specialized experience with UNIX, etc.) and any additional information that will be helpful in determining reasonable approaches and cost estimates for the TOR. As appropriate, this section should contain:

1. Contractor travel[[4]](#footnote-4) – For commercial task orders follow the directions in FAR 52.212-4 Alt I[[5]](#footnote-5), which states:
   1. (1) Other Direct Costs. The Government will reimburse the Contractor on the basis of actual cost for the following, provided such costs comply with the requirements in paragraph (i)(1)(ii)(B) of this clause: [Insert each element of other direct costs (e.g., travel, computer usage charges, etc. Insert ‘None’ if no reimbursement for other direct costs will be provided. If this is an indefinite delivery contract, the Contracting Officer may insert "Each order must list separately the elements of other direct charge(s) for that order or, if no reimbursement for other direct costs will be provided, insert ‘None’."]

Provide the appropriate information to your contracting officer so it may be inserted into the clause at the time of the solicitation.

# Key personnel

In general, current market research and contract administration has evidenced that key personnel are not recommended for modern information technology procurements. NITAAC GWAC CH have undergone and undergo an annual and thorough vetting process. NITAAC GWACS are designated by OMB as best in class. CH who are qualified by the tasks specified in your solicitation are already considered having the business capability of competing for this work. However, if your specific and current market research has indicated the task order performance would be at risk because a key person with a skill set so unique is challenging to maintain, then consider using a key personnel clause. Whether using a key personnel clause or not, consider alternate approaches to managing any high turnover or unfilled roles by monitoring performance and documenting it in CPARS.

If key personnel are considered essential to performance, be mindful of FAR limitations:

39.104 Information technology services.

When acquiring information technology services, solicitations must not describe any minimum experience or educational requirement for proposed contractor personnel unless the contracting officer determines that the needs of the agency –

(a) Cannot be met without that requirement; or

(b) Require the use of other than a performance-based acquisition (see subpart 37.6).

# Transition plan

Review FAR 52.237-3 to ensure anything added here is not a duplication or contradiction to that clause. Discuss the requirements that need to be identified for the work to be transferred to the government or a new CH and how the work would be transitioned. This may include tasking the current CH to develop a transition out plan. An example of such work may include a transition schedule (e.g., training of new staff, handover of documents, user guides, and other relevant material); tracking and accounting of government furnished equipment and security issues (e.g., return of badges, tokens, and closing of computer accounts).

# Workload data

Provide data that assists the CH in understanding the volume and complexity of the work accomplished (e.g., historical data (trouble ticket volumes, work order volumes, project backlog, number of customers/devices supported, organizational level agreements (OLAs), etc.), amount of equipment they will be responsible for, service level agreements (SLA), schedule requirements, etc.).

1. <https://agilemanifesto.org/principles.html> [↑](#footnote-ref-1)
2. This example is for commercial items; if your requirement is noncommercial, use a clause appropriate to your requirement. [↑](#footnote-ref-2)
3. This example is for commercial items; if your requirement is noncommercial, use a clause appropriate to your requirement. [↑](#footnote-ref-3)
4. Review FAR 31.205-46 [↑](#footnote-ref-4)
5. This example is for commercial items; if your requirement is noncommercial, use a clause appropriate to your requirement. [↑](#footnote-ref-5)