

**PERFORMANCE WORK STATEMENT (PWS)**

**For**

***Cyber Center of Excellence (CCoE)  
Instructor and Training Support Services  
Indefinite Delivery, Indefinite Quantity (ID/IQ)***

**Period of Performance:  
TBD**



**HEADQUARTERS  
U.S. ARMY CYBER CENTER OF EXCELLENCE (Cyber COE)  
FORT GORDON, GA 30905-5000**

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**General Information**

1.0 General. This is a non-personal services contract to provide Instructor, Instructor/Writer, Training Developer, Doctrine Developer, and Training Support Services. Consistent with Federal Acquisition Regulation (FAR) 37.104 guidance, the Government shall not exercise supervision or control over contractor personnel performing the services herein. The contractor is responsible for the conduct and performance of contractor personnel.

1.1 Background. The Cyber Center of Excellence (CCoE) provides education and training support to the United States (U.S.) Army, foreign military, other services, and civilian personnel for military occupational specialties and professional development. The CCoE consists of the U.S. Army Signal School and U.S. Army Cyber Schools, and the Cyber Noncommissioned Officers Academy (CNOCA). Although most of the CCoE is located at Fort Gordon, Georgia, it does have elements located in other locations, such as Fort Huachuca, Arizona; Shepard AFB, Texas, Fort Meade, Maryland, Pensacola, Florida, and Fort Sill, Oklahoma. The CCoE trains Signal, and Cyber advanced individual training (AIT), functional training, and professional military education (PME). Mobile Training Teams (MTT) may be required to support the Army's Sustainable Readiness Model (SRM) and other operational requirements. MTT training takes place on Active Component, Reserve Component and Department of Defense (DoD) installations/sites within the Continental United States (CONUS). Training provided by the CCoE can be classroom training and/or hands-on performance-oriented training, simulation/virtual training and/or field exercise training or any other TRADOC approved training venue. Additionally, training provided at these locations requires a responsive organization of training support to include training and doctrine development.

1.2 Objectives. This indefinite delivery, indefinite quantity (ID/IQ), multiple award task order contract (MATOC) will acquire services for the CCoE in support of its training mission. The objectives are to develop and provide doctrinally sound performance-oriented training and training support to the schools for their training mission using the TRADOC approved Programs of Instruction (POI). Training provided by the CCoE can be classroom training and/or hands-on performance oriented training, simulation/virtual training and/or field exercise training or any other TRADOC approved training. Specific regulations, directives, standard operating procedures (SOP), etc. will be identified at the task order level.

1.3 Scope. This acquisition will equip the CCoE with comprehensive, performance-oriented training and training support services under one contract vehicle. These required services will support the development and execution of MOS training in Career Management Fields (CMF) 29, 25, and 17, MOS training for Signal, Cyber, and EW warrant officers, MOS training for Signal, Cyber, and EW commissioned officers, and Signal, Cyber, and EW functional training. Specific requirements for training and training support will be identified at the task order level.

1.4 Period of Performance. The period of performance shall be for one (1) Base Year of 12 months and four (4) 12- month option years. The Period of Performance reads as follows:

Base Year  
Option Year I  
Option Year II  
Option Year III  
Option Year IV

1.5 Place of Performance. Individual task orders will specify the place of performance; however, work is to be performed primarily at Fort Gordon GA. When feasible and upon approval by the Contracting Officer's Representative (COR), work may be performed at remote locations. The contractor may be required to travel to other CONUS locations in support of this contract. Prior to incurring any travel expenses, the contractor shall obtain written confirmation from the COR that concurs with the planned travel dates, expected duration, origin and destination, purpose, travelers and total estimated cost. It is the responsibility of the contractor to obtain all necessary travel documents to execute travel as required.

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1.6 Hours of Operation. The contractor is responsible for conducting business between the hours of 0800 to 1700 Monday thru Friday except Federal holidays or when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings. The Contractor must at all times maintain an adequate workforce for the uninterrupted performance of all tasks defined within this PWS when the Government facility is not closed for the above reasons. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce are essential.

Shift work may be required. Anticipated shift schedule is as follows:

Day Shift 0800-1700

Swing Shift 1530-0030

Midnight Shift 2330-0830

In the event that personnel assigned to this contract are required for early/late/weekend school retraining of students or needed for classroom observation the anticipated hours are:

Alternate Day Shift 0630-1030 and 1500-1900 Alternate Swing Shift 1300-1700 and 1900-2300 Alternate Midnight Shift 2100-0100 and 0300-0700 Weekend Shift 0830-1330 on Saturdays, with five hours shifted from weekday work.

These operating hours and days may vary based on the requirements of the agency.

Contractor personnel work schedules may be “flexed” to meet the training needs of the organization for weekend and extended duty periods during regular training and exercises, while still adhering to the standard 40 hour work week.

Overtime will not be authorized.

1.6.1 Other-than-Normal Working Hours of Operation. Hours in excess of 80 hours per bi-weekly pay period must be pre-approved by the contracting officer at least 10 working days prior. Any alternate hours that take place without a fully approved request will be considered unauthorized by the Government. The contractor shall coordinate with the Government lead for all class schedules, and shall lock in training and TDY dates and times no later than fifteen (15) days prior to the start of each event. The contractor shall perform the management of hours, and his or her application to the task will come from the total annual authorized number of hours for each contract employee.

1.6.2 Federal Holidays. The days specified below are legal Federal holidays during which non-essential work will not be required of the contractor. If the holiday falls on a Saturday, it is observed on Friday; if the holiday falls on Sunday, it is observed on Monday.

Holiday Day of Observation

New Year's Day January 1

Martin Luther King Birthday 3rd Monday in January

Presidents Day 3rd Monday in February

Memorial Day Last Monday in May

Independence Day July 4

Labor Day 1st Monday in September

Columbus Day 2nd Monday in October

Veterans Day November 11

Thanksgiving Day 4th Thursday in November

Christmas Day December 25

1.6.3 Weather Conditions. In the event of inclement weather, the contractor shall comply with the local installation's Inclement Weather Policy.

1.7 Type of Contract. The Government will award a Firm Fixed Price (FFP), Multiple Award IDIQ contract.

1.8 Quality Control. The contractor is responsible for the quality of the products/services delivered under the terms and conditions of this contract and all TOs. The contractor shall develop and maintain an effective Quality Control Plan (QCP) to ensure services are performed in accordance with this contract. The contractor shall develop and implement procedures to identify, prevent, and ensure non-recurrence of defective services. The contractor shall include in the QCP a plan to report problems or potential problems to the COR that affect performance under the contract and/or task order. The report shall address, at a minimum, the nature and source of the problem, Government action required the impact on performance and/or cost, and corrective action needed. All Problem Notification Reports shall be incorporated into the Monthly Summary Report (MSR) for the next reporting period.

1.9 Nondisclosure, Personally Identifiable Information (PII) and Organizational Conflicts of Interest. PII may reside on systems used, accessed, or in the immediate work area where contractor personnel may be performing. The contractor shall ensure all assigned contract employees are briefed on Privacy Act requirements. All contractor personnel shall adhere to the Privacy Act, 5 U.S.C § 552a and applicable agency rules and regulations related to PII. Each contractor employee assigned to work under this contract shall sign a Non-Disclosure Agreement (NDA), provided by the Government prior to performing work on the Government network.

1.10 Organizational Conflict of Interest: Contractor and subcontractor personnel performing work under this contract may receive access to, or participate in, the development of proprietary or source selection information (e.g., cost or pricing information, budget information or analyses, specifications or work statements, etc.) or perform evaluation services which may create a current or subsequent Organizational Conflicts of Interest (OCI) as defined in FAR Subpart 9.5. The contractor shall notify the Contracting Officer immediately whenever it becomes aware that such access or participation may result in any actual or potential OCI and shall promptly submit a plan to the Contracting Officer to avoid or mitigate any such OCI. The contractor's mitigation plan will be determined to be acceptable solely at the discretion of the Contracting Officer and in the event, the Contracting Officer unilaterally determines that any such OCI cannot be satisfactorily avoided or mitigated. The Contracting Officer may affect other remedies as he or she deems necessary, including prohibiting the contractor from participation in subsequent contracted requirements that may be affected by the OCI. The contractor shall not employ any person who is an employee of the U.S. Government if employing that person would create a conflict of interest as established in DoD 5500.7-R, JER. Additionally, the contractor shall not employ any person who is an employee of the Department of the Army (DA), either military or civilian, unless such person seeks and receives approval IAW DoD 5500.7-R, JER. Contractor personnel will be required to sign a non-disclosure agreement to avoid OCIs. If there is any doubt, it is highly recommended that the contractor obtain legal counsel, at its own expense, to determine if an actual or perceived conflict of interest exists.

1.10.1 Disclosure of Activities or Information. Neither the contractor nor its employees shall disclose or cause to be disclosed any information, the release of which could result in or increase the likelihood of a breach of security or adversely affect the continuity of Government operations. In the performance of PWS services, the contractor may access data and information proprietary to a Government agency, or another Government contractor, or of such nature that its dissemination or use other than as specified in the performance of this PWS would be adverse to the interests of the Government or others. Neither the contractor, nor their personnel, shall divulge or release data or information developed or obtained under performance of this PWS, except to authorize Government personnel upon written approval from the Contracting Officer or COR. Additionally, the contractor shall not use, disclose, or reproduce proprietary data, which bears a restrictive legend, other than as specified in performance of PWS services.

The contractor shall be responsible and liable for all unauthorized disclosures of classified and protected information, regardless of the likelihood of compromise or the degree of harm to national security that may result. The contractor shall refer outside requests for information to the Government. The contractor shall obtain prior permission from Fort Gordon, GA Public Affairs Office (PAO) for the use of any Fort Gordon, GA logos, and photos in any advertisements or announcements.

1.11 Key Personnel. Certain experienced professional and/or technical personnel are essential for successful accomplishment of the work under this TO. These "Key Personnel" shall be US Citizens and shall be identified by name within the contractor's Task Order Response (TOR) and their qualifications shall be submitted for evaluation during the source selection process. The contractor agrees that such personnel shall not be removed or replaced within the performance of this contract unless fully documented in writing with prior approval of the COR. The Government anticipates program managers to be considered as key personnel.

1.12 Personnel Experience and Training, Certifications and Licenses. The individual task orders will identify the education, training, certification, and license qualifications required for and/or directly related to task order performance. Any employee or supervisor who is not successfully performing the requirements of the individual task orders shall be replaced with a qualified individual. All contractor employees, prior to commencing any work under this contract and subsequent task orders issued shall have received all training required for the effective performance of the functions they will perform (unless directed otherwise by the Contracting Officer). The contractor shall obtain and maintain all certifications, inspections, and licenses required to perform the tasks within the PWS. Specific training, certifications, and licenses that are required to perform the tasks of this PWS are specified in individual task orders.

1.12.1 U.S. Citizen. All contractor employees performing work under this PWS shall be citizens of the United States.

1.13 Employee Standards of Conduct. Contractors shall ensure that their written code of business ethics and conduct promotes an understanding of provisions within the Joint Ethics Regulation (JER) that govern their interactions with military and civilian employees. Upon receipt of allegations or other indications of misconduct or conduct that reflects negatively on the Army or RAs involving contractor personnel, the contractor will be notified and will be required to investigate the matter fully and report corrective actions (if necessary) to the COR and the Contracting Officer. The contractor is responsible for the conduct of its employees and shall take prompt, reasonable, and appropriate disciplinary action against employees for misconduct. The removal or barring of a contractor employee from a work site shall not relieve the contractor of the obligation to perform all requirements of the contract. Contractor personnel will be denied access to and/or removed and barred from sites when their presence is determined by competent authority to be detrimental to security, to the health, welfare, or well-being of persons, or to the accomplishment of work. The Government expressly reserves the right to remove and bar a contractor employee whose activity, on- or off-site, endangers persons or property, or whose presence on site presents an unacceptable risk to safety or security. If an employee is removed or barred from Post, the Contracting Officer shall advise the contractor of the reason(s).

1.13.1 Treatment of Students. Contractor employees must adhere to TRADOC Reg. 350-6, Initial Entry Training (IET) Policies & Administration, AR 350-1, Army Training and Leader Development, and other policies associated with individual courses, which will be provided by the Government with the task order. The contractor must treat all students in a professional manner and shall not accept personal remuneration for services rendered in the performance of duty. The contractor shall not engage in social activities with students unless specifically authorized by the Contracting Officer or COR.

1.13.2 Interaction with Other Support Contractors. The contractor shall normally interface directly with the Contracting Officer or COR. The contractor shall not direct other support contractor personnel and will not be directed by support contractors. The contractor shall fully cooperate with support contractors and Government employees in regards to the performance of work under this PWS. If the contractor believes that such cooperation would create an OCI or constitute a breach of a nondisclosure agreement entered into pursuant to this contract, the contractor should immediately report that concern to the Contracting Officer or COR.

1.13.3 Fraud, Waste, and Abuse. Contractor personnel shall be alert to suspected situations of fraud, waste, and abuse against the Government that are observed during the performance of this PWS. The contractor shall take corrective action within the contractor's area and immediately report these situations to the Contracting Officer or COR.

1.14 Contractor Organization. The contractor is encouraged to utilize an organizational structure that best fulfills the needs, requirements, resources, and efficiencies of the requiring activities (RA). The organizational structure developed by the contractor shall provide for a smooth and efficient interface with the Government.

1.15 Security Requirements. The contractor shall comply with the security regulations and requirements specified in Contracts Security Classification Specifications, DD Form 254 and addendums sheets. The contractor shall appoint a security officer, who shall (1) be responsible for handling all security aspects of the work performed under this contract; (2) assure compliance with all DOD and US Army regulations regarding security, including but not limited to AR 380-67, AR 380-5, AR 25-2 and (3) assure compliance with any written instructions from the security or Operations Security (OPSEC) officer or Information Assurance Manager (IAM). The contractor shall identify and comply with all security requirements and shall identify personnel that no longer require access to Government Information Systems (IS) to the COR within 24 hours.

1.15.1 Installation Access. All contractor employees, including subcontractors, shall comply with applicable installation and facility security policies and procedures at all work and TDY locations. All contractors and subcontractors will be issued a Common Access Card (CAC) or an Installation Pass issued through the Automated Installation Entry (AIE) Security System to access the installation. The Fort Gordon military installation is a limited access post. Unscheduled gate closures by the military police may occur at any time. In accordance with Army Regulation 525-13, paragraph 5-19, all prospective contractors will undergo a verification process by the installation Provost Marshal Office, Director of Emergency Services to determine the trustworthiness and suitability prior to being granted access to federal property. This will be accomplished using the National Crime Information Center (NCIC) Interstate Identification Index (III). This is the minimum baseline background check for entrance onto Army Installations for non-CAC holders to include entrance of visitors (Ref AR 190-13, paragraph 8-2). All personnel entering or exiting the installation may experience a delay due to vehicle inspections, registration checks, verification of seat belt use, etc. All vehicles and personnel are subject to search and seizure. The search and seizure provisions shall apply to contractor personnel while within Fort Gordon's area of jurisdiction. Contractor personnel shall comply with all entry control requirements and security policies/procedures in effect. Security procedures may change without notice.

1.15.2 Access and general protection/security policy and procedures. Contractor and all associated subcontractor employees shall provide all information required for background checks to meet installation access requirements to be accomplished by installation Provost Marshal Office, Director of Emergency Services, or Security Office. The contractor workforce must comply with all personal identity verification requirements (FAR 52.204-9, Personal Identity Verification of contractor Personnel) as directed by DOD, HQDA and/or local policy. In addition to the changes otherwise authorized by the changes clause of this contract, should the Force Protection Condition (FPCON) at any individual facility or installation change, the Government may require changes in contractor security matters or processes.

#### 1.16 Special Requirements: Mandatory Training

1.16.1 Antiterrorism (AT) Level I Training. This standard language is for contractor employees with an area of performance within an Army controlled installation, facility or area:  
All contractor employees, to include subcontractor employees, requiring access Army installations, facilities and controlled access areas shall complete AT Level I awareness training within XX calendar days after contract start date or effective date of incorporation of this requirement into the contract, whichever is applicable. The contractor shall submit certificates of completion for each affected contractor employee and subcontractor employee, to the COR or to the contracting officer, if a COR is not assigned, within XX calendar days after completion of training by all employees and subcontractor personnel. AT level I awareness training is available at the following website: <https://Jkodirect.jten.mil/> for CAC holders. Non-CAC-holders may go to:  
<http://jko.jten.mil/courses/at1/launch.html>.

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1.16.2 iWATCH. All contractor employees, including subcontractors, assigned to this contract shall receive a brief on the local iWATCH program (provided in conjunction with the AT Level I Training). This training will be used to inform employees of the types of behavior to watch for and instruct employees to report suspicious activity to the COR. This training shall be completed within 30 days of reporting to duty and annual refresher training with the results reported to the COR.

1.16.3 Operation Security (OPSEC) Training. Operation Security (OPSEC) Training: All contractor employees, including subcontractors, assigned to this contract shall complete Level I OPSEC training within 30 days of reporting for duty and then annually thereafter. Initial Level 1 OPSEC training will be conducted monthly by the Garrison OPSEC Officer or a Level II certified OPSEC Officer. Annual refresher OPSEC training shall be completed on-line at <http://cdsetrain.dtic.mil/opsec/index.htm>. The contractor shall submit certificates of completion for each affected contractor employee and subcontractor employee to the COR and unit/activity security manager. (Ref AR 530-1, Operations Security).

1.16.4 Threat Awareness and Reporting Program (TARP) Training: All contractor employees, including subcontractors, assigned to this contract shall complete TARP training within 30 days of reporting for duty and then annually thereafter. TARP training will be conducted monthly by the 902<sup>nd</sup> MI Group. The COR will ensure contractors are notified of available training. Completion of training shall be reported to the COR and the unit/activity security manager. (Ref AR 381-12).

1.16.5 Information Assurance (IA)/Information Technology (IT) Training: All contractor employees and associated subcontractors must complete the DoD Cyber Awareness Challenge Training (<https://ia.signal.army.mil/DoDIAA>) before issuance of network access and annually thereafter. Certificates of successful completion, for both initial awareness training and annual refresher training shall be provided to the COR. All contractor employees will successfully complete all required IA training as specified in AR 25-2 and as directed by the Government. All contractor employees working IA/IT functions must comply with DoD and Army training requirements in DoDD 8570.01, DoD 8570.01-M, and AR 25-2. Contractors, to include subcontractors, requiring access to information systems to fulfill their duties must possess the required favorable security investigation.

NOTE: Contractors that require access to the Fort Gordon network shall have a minimum of a National Agency Check with Inquiries (NACI) investigation initiated and favorable review before issuance of network access. The IASO/IANO from the activity that the contractor is assigned to, will submit an electronic DD FORM 2875, System Authorization Access Request (SAAR) to Security & Intelligence Division for verification that the contractor meets the requirements of AR 25-2 for accessing the Fort Gordon network. (Ref AR 25-2)

1.16.6 Information Assurance (IA)/Information Technology (IT) Certification. Per DoD 8570.01-M, DFARS 252.239.7001, and AR 25-2, the contractor employees' supporting IA/IT functions shall be appropriately certified upon contract award. The baseline certification as stipulated in DoD 8570.01-M must be completed upon contract award.

1.16.7 Identification of Contractors: In accordance with FAR 37.114 contract employees shall identify themselves as a contractor at all times while on the job, e.g., in the workplace, when attending meetings, in email, when answering government telephones, or when making phone calls.

1.16.8 Common Access Card CAC Badges. Each CAC badges shall be issued prior to any employees performing work under this contract FAR 52.204-9 implements Homeland Security Presidential Directive 12 (HSPD-12) and Federal Information Processing Standards Publication 210-2 (FIPS PUB 201) Directive-12 (HSPD-12) and Federal Information and contractor personnel with routine physical access to a Federally-controlled facility be issued a common identification with specific security registration and identity proofing objectives. Specifically, Fort Gordon meets this requirement by using the Common Access Card (CAC) for all such federal employees and contractors.

1.16.9 Common Access (CAC) Badges: Each contractor employees will be required to obtain a CAC issued by the Government. Each contractor employee's name social security number, date of birth and

email address will be entered into a database (by the COR called the Contractor Verification System (CVS)). CVS is an automated system to allow contractors' personal information to be verified when applying for a new or renewal Government identification card referred to as the CAC. Once the contractor employee's information is registered, the COR will electronically forward the form to the contractor. Each contractor employee is required to fill out the CAC request form. Once the form is properly filled out, the COR will verify that they are authorized and required to have a CAC. The contractor employees will be directed to go to the designated processing facility and obtain the CAC. Should an employee leave prior to the contractor's expiration, the contractor is responsible for ensuring the CAC is immediately delivered to the COR for cancellation upon the release of any employee. Failure, inability, or delay in obtaining the CAC does not relieve the contractor from performing under terms of the contract.

1.16.10 ID Badges. The contractor shall provide each contract personnel an identification (ID) badge on contract start date or on employment start date. The ID badge shall be made of nonmetallic material, be easily readable, and shall contain the following minimum information: Employee's Name, Contract Company Name, Employee's Photograph. Contract employees shall wear proper identification at Government workplaces at all times.

1.16.11 Display of ID Badges. Contractor personnel shall wear the ID badge at all times when performing work under this contract to include attending government meetings and conferences. Unless otherwise specified in the contract, each contract personnel shall wear the ID badge in a conspicuous place on the front of exterior clothing and above the waist except when safety or health reasons prohibit such placement.

1.16.12 Answering Telephones. Contract personnel shall identify themselves as contract employees when answering and making calls on government telephones.

1.16.13 Utilizing Electronic Mail.

(1) When contractor personnel send e-mail messages to government personnel while performing on this contract, the contract personnel e-mail addresses shall include the company name together with the person's name (ex: John Smith, Contractor, ABC Company).

(2) When contract personnel require access to a government computer, the contract personnel shall be required to obtain a Common Access Card. To do so, the contract personnel shall request a CAC Card through the COR.

NOTE: The government issued CAC is the property of the U.S. Government and shall be returned to the COR upon expiration of the contract, replacement or termination of the contract employee. (CAC card must be turned in to the COR on contractor's last day of employment.) Unauthorized possession of the CAC can be prosecuted criminally under section 701, title 18, United States Code.

Eligibility Verification for Employment: E-Verify is an Internet-based system that compares information from an employee's Form I-9, Employment Eligibility Verification, to data from U.S. Department of Homeland Security and Social Security Administration records to confirm employment eligibility. The U.S. Department of Homeland Security is working to stop unauthorized employment. By using E-Verify to determine the employment eligibility of their employees, companies become part of the solution in addressing this problem. All U.S. employers must complete and retain a Form I-9 for each individual they hire for employment in the United States. This includes citizens and noncitizens. On the form, the employer must examine the employment eligibility and identity document(s) an employee presents to determine whether the document(s) reasonably appear to be genuine and relate to the individual and record the document information on the Form I-9. The list of acceptable documents can be found on the last page of the form. **E-Verify is mandatory for employers with federal contracts or subcontracts that contain the Federal Acquisition Regulation E-Verify clause.**

1.16.14 Physical Security. The contractor shall be responsible for the security of all GFP. The purpose of physical security is to prevent unauthorized entries or theft of Government property. The contractor shall secure all Government Furnished Facilities when not occupied by contractor personnel. The contractor

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shall be responsible for safeguarding all government equipment, information, and property provided for contractor use. At the close of each work period, government facilities, equipment, and materials shall be secured. All contractor employees shall require a minimum of a National Agency Check (NAC) IAW AR 380-67, Department of the Army Personnel Security Program, and AR 190-11, Physical Security of Arms, Ammunition, and Explosives, prior to starting employment under the terms of this contract.

1.16.15 Key Control: The contractor shall prohibit the use of keys issued by the Government by any person other than the contractor's employees authorized to use the keys. The contractor shall provide a list of authorized employee's names for purpose of key and building access rosters. The contractor shall report lost or stolen keys to the COR no later than the beginning of the next duty day. The contractor shall return all keys when no longer needed, at the end of the period of performance, or when their employee is no longer working on the task order.

1.16.16 Access to Government Information Systems. All contractor employees who require access to a Government Information System (IS) shall be registered in the ATCTS (Army Training Certification Tracking System) at commencement of services and shall successfully complete the DoD Cyber Awareness Challenge Training (formerly known as DOD Information Assurance Awareness Training) prior to access to the IS and then annually thereafter. All contractor employees working IA/IT functions shall comply with DoD and Army training requirements in DoD 8570.01, DoD 8570.01-M and AR 25-2 upon contract award or within 30 calendar days of employment. Contractor personnel that do not have proper and current certifications shall be denied access to DoD IS for performing IA functions. Verification of the annual DoD Cyber Awareness training shall be provided to the Government upon request or to the Information Assurance Security Officer (IASO). DoD Cyber Awareness training is available at the following website: <https://ia.signal.army.mil/DoDIAA/>.

1.16.17 Acceptable Use Policy (AUP). The contractor shall ensure understanding and compliance with the AUP (to be provided) regarding personnel responsibilities and limitations in using organizational or DoD Information Systems. The contractor shall provide explicit acknowledgment by reading and signing the AUP form and deliver the form to the Security Officer for record.

1.17 Clearances. Some positions will require SECRET clearances and others will require TS/SCI clearances. Clearance requirements will be indicated for each task order.

1.18 Contractor Manpower Reporting. The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract via a secure data collection site. The contractor is required to fill in all required data fields using the following web address: <https://cmra.army.mil/>. Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year, beginning with 2018. Contractors may direct questions to the help desk at <https://cmra.army.mil>.

1.19 Post Award Conference/Periodic Progress Meetings. The contractor agrees to attend any post award conference convened by the contracting activity or contract administration office in accordance with Federal Acquisition Regulation Subpart 42.5. The Contracting Officer, COR, and other Government personnel, as appropriate, may meet periodically with the contractor to review the contractor's performance. At these meetings, the contracting officer will apprise the contractor of how the government views the contractor's performance and the contractor will apprise the Government of problems, if any, being experienced. Appropriate action shall be taken to resolve outstanding issues. These meetings shall be at no additional cost to the government.

1.20 Contracting Officer's Representative (COR). The COR will be identified by separate letter at the task order level. The COR monitors all technical aspects of the contract and assists in contract administration. The COR is authorized to perform the following functions: assure that the contractor performs the technical requirements of the contract: perform inspections necessary in connection with contract performance: maintain written and oral communications with the contractor concerning technical aspects

of the contract: issue written interpretations of technical requirements, including Government drawings, designs, specifications; monitor contractor's performance and notifies both the Contracting Officer and contractor of any deficiencies; coordinate availability of government furnished property, and provide site entry of contractor personnel. A letter of designation issued to the COR, a copy of which is sent to the contractor, states the responsibilities and limitations of the COR, especially with regard to changes in cost or price, estimates or changes in delivery dates. The COR is not authorized to change any of the terms and conditions of the resulting order. The COR is not authorized to make any commitments or changes that will affect price, quality, quantity, delivery, or any other term or condition of the contract. Only the Contracting Officer has authority to make a determination on the above regarding commitments or changes.

1.21 Other Direct Costs. Other costs such as travel (outlined in 1.5), reproduction, and shipping expenses associated with training activities and visits to contractor facilities, or the renting of suitable training venues, must be preapproved by the contracting officer. Other Direct Costs will be represented in each individual Task Order if applicable

1.22 Data Rights. The Government has unlimited rights to all documents/material produced under this contract and/or all task orders issued against this contract. All documents and materials, produced under this contract, shall be Government-owned and are the property of the Government with all rights and privileges of ownership/copyright belonging exclusively to the Government. These documents and materials may not be used or sold by the contractor without written permission from the Contracting Officer. All materials supplied to the Government shall be the sole property of the Government and may not be used for any other purpose. This right does not abrogate any other Government rights under the applicable Data Rights clause(s). IAW DFARS 227.7106, DFARS 252.227-7020, Rights in special works, is incorporated into this contract and any resulting task orders.

1.23 Phase In.

"The contractor shall provide a plan addressing the steps and actions necessary to facilitate a smooth transition from award to full operational status for each task order. The transition period for the assumption of work (phase-in) is **30** calendar days unless otherwise specified in the Request for Task Order Proposal (RTOP) prior to the Period of Performance start date, at which time the contractor shall be staffed at the sufficient level to assume the service scope. The plan shall describe the contractor's approach to develop and disseminate operational instructions, procedures, and control directives in preparation for the performance requirements. The incoming contractor shall coordinate with the incumbent contractor and Government COR to identify existing problems; unresolved actions and property accountability. During the phase-in period, a transition start meeting shall be conducted among the principle parties (Government, incoming contractor and, as applicable, incumbent contractor) to coordinate the handoff process between the incoming contractor and the incumbent or other agents. In addition, an operational readiness meeting shall be conducted among the principle parties (Government, incoming contractor and incumbent contractor) near the end of the transition period to ensure all outstanding planned actions have been closed as relates to the phase-in and the incoming contractor is prepared to fully assume operations.

During the phase-in period, the contractor shall, at a minimum

- (1) Establish the Project Management Office
- (2) Recruit and hire necessary personnel
- (3) Obtain all required certifications and clearances, including personnel security clearances
- (4) Participate in joint inventories and sign for Government-furnished property (GFP) IAW the Government's transition schedule Develop and submit any required deliverables
- (5) Attend post-award meetings as required; and
- (6) Accomplish any necessary employee training to support the functions listed in the PWS

1.24 Phase-Out. The phase-out period shall apply to any contract follow-on requirements. Prior to the completion of the contract, an observation period will occur at which time management personnel of the incoming workforce may observe operations and performance methods of the incumbent contractor. This will allow for orderly turnover of facilities, equipment, and records and will help to ensure continuity of

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service. The contractor shall not defer any requirements thereby avoiding responsibility or of transferring such responsibility to the succeeding contractor. The contractor shall fully cooperate with the succeeding contractor and the Government so as not to interfere with their work or duties. During the phase-out period, the contractor shall address the following issues: employee notification; retention of key personnel; turnover of work-in-progress, inventories, Government property; removal of contractor property; data and information transfer; and any other actions required to ensure continuity of operations. Full performance shall be maintained during the entire period.

1.25 Joint Personnel Adjudication System (JPAS). Contractors shall establish an owning relationship in the Joint Personnel Adjudication System (JPAS) for each individual performing duty in support of this performance work statement/task order. Facility Security Officers (FSO) will send a Visit request (VR) using JPAS for all contractors requiring access to facilities, classified information, access to information systems and/or if required to maintain a clearance IAW the presiding contract. This will help ensure that employees are not denied entry to the installation. Those companies that do not have a FSO will send Visit Authorization Letter (VAL). No access will be given until the verification can be completed in JPAS. Those contract agencies that DO NOT have a JPAS account access must provide CORs with a hard copy VAL verifying clearance information. Visit request is only valid for one year. The contractor shall be vetted on a reoccurring basis. For contractors, the minimum requirement for access to classified federal information systems is as follows: IT- II access, a Single Scope Background Investigation (SSBI/SF 86); IT-II access, NACL (SF 86); and IT- III access, a NACI (SF 85).

1.26 Visit Authorization Letter. The contractor shall provide a valid (IAW DoD 5220.22-M) Visit Authorization Letter (VAL) for every employee on the contract, prior to his/her visit. This VAL shall be originated by the contractor's Security Office (also called Facility Security Officer or FSO), and shall be sent to the Contracting Officer Representative or Security Representative. The VAL shall include the purpose and date(s) of visit, security clearance information, social security number, and the contract number. This request is valid for up to one year. The request must be reviewed and updated as needed, but at least annually.

1.27 Statement of Non-Disclosure. All contractor personnel shall comply with the non-disclosure requirements in the clause at Federal Acquisition Regulation (FAR) section 3.104-5(b) (or DFAR equivalent). All Contract Personnel must sign a non-disclosure agreement (NDA) prior to access to work-related materials as required.

1.28 Privacy Act. All contractor personnel assigned to this task shall have access to information that may be subject to the Privacy Act of 1974. The contractor shall ensure all assigned contractor personnel are briefed on Privacy Act requirements.

C- 2  
DEFINITIONS & ACRONYMS

2. Definitions and Acronyms:

2.1 DEFINITIONS:

2.1.1 CONTRACTOR. A supplier or vendor awarded a contract to provide specific supplies or service to the government. The term used in this contract refers to the prime.

2.1.2 CONTRACTING OFFICER. A person with authority to enter into, administer, and or terminate contracts, and make related determinations and findings on behalf of the government. Note: The only individual who can legally bind the government.

2.1.3 CONTRACTING OFFICER'S REPRESENTATIVE (COR). An employee of the U.S. Government appointed by the Contracting Officer to administer the contract. Such appointment shall be in writing and shall state the scope of authority and limitations. This individual has authority to provide technical direction to the contractor as long as that direction is within the scope of the contract, does not constitute a change, and has no funding implications. This individual does NOT have authority to change the terms and conditions of the contract.

2.1.4 DEFECTIVE SERVICE. A service output that does not meet the standard of performance associated with the Performance Work Statement.

2.1.5 DELIVERABLE. Anything that can be physically delivered, but may include non-manufactured things such as meeting minutes or reports.

2.1.6 KEY PERSONNEL. Contractor personnel that are evaluated in a source selection process and that may be required to be used in the performance of a contract by the Key Personnel listed in the PWS. When key personnel are used as an evaluation factor in best value procurement, an offer can be rejected if it does not have a firm commitment from the persons that are listed in the proposal.

2.1.7 PHYSICAL SECURITY. Actions that prevent the loss or damage of Government property.

2.1.8 QUALITY ASSURANCE. The government procedures to verify that services being performed by the contractor are performed according to acceptable standards.

2.1.9 QUALITY ASSURANCE Surveillance Plan (QASP). An organized written document specifying the surveillance methodology to be used for surveillance of contractor performance.

2.1.10 QUALITY CONTROL. All necessary measures taken by the contractor to assure that the quality of an end product or service shall meet contract requirements.

2.1.11 SUBCONTRACTOR. One that enters into a contract with a prime contractor. The Government does not have privity of contract with the subcontractor.

2.1.12 WORK DAY. The number of hours per day the contractor provides services in accordance with the contract.

2.1.13 WORK WEEK. Monday through Friday, unless specified otherwise.

2.2 ACRONYMS:

ACOR	Alternate Contracting Officer's Representative
AFARS	Army Federal Acquisition Regulation Supplement
AR	Army Regulation
CCE	Contracting Center of Excellence
CFR	Code of Federal Regulations
CONUS	Continental United States (excludes Alaska and Hawaii)
COR	Contracting Officer Representative
COTR	Contracting Officer's Technical Representative
COTS	Commercial-Off-the-Shelf
DA	Department of the Army
DD250	Department of Defense Form 250 (Receiving Report)
DD254	Department of Defense Contract Security Requirement List
DFARS	Defense Federal Acquisition Regulation Supplement
DMDC	Defense Manpower Data Center
DOD	Department of Defense
FAR	Federal Acquisition Regulation
HIPAA	Health Insurance Portability and Accountability Act of 1996
OCI	Organizational Conflict of Interest
ODC	Other Direct Costs
PIPO	Phase In/Phase Out
POC	Point of Contact
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QA	Quality Assurance
QAP	Quality Assurance Program
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
QCP	Quality Control Program
TE	Technical Exhibit

**GOVERNMENT FURNISHED PROPERTY, EQUIPMENT, AND SERVICES**

**3. GOVERNMENT FURNISHED ITEMS AND SERVICES:**

3.1 Government Facilities. Contractor personnel, who perform at the Government site, will be provided with office facilities. The facilities will be identified in the individual task orders issued under the contract, if applicable. The Government will be responsible for all real property, fixtures, appurtenances, and facilities that are provided to the contractor. The contractor shall maintain the Government facilities in a clean and neat condition. The contractor shall not mark or affix any decals, emblems, or signs portraying the contractor's name or logo to Government facilities. The contractor shall not alter Government facilities without the prior approval of the COR. The contractor shall secure Government facilities when not occupied by contractor personnel.

3.2 Government Services. The Government shall furnish certain services for the contractor's use, including utilities, refuse collection, information management systems, security, fire, environmental, and emergency services. Emergency services are reimbursable by the contractor.

3.2.1 Telephone Instruments and Lines. Government communications systems, including telephone instruments and lines located in Government facilities may be used by the contractor for work related purposes. Long distance phone service for official business is included as a Government service. Mobile phone, paging equipment, and service are not included.

NOTE: Use of Government communication systems constitutes consent to monitoring at all times.

3.2.2 Telephone Changes and Repairs. The contractor shall not move, remove, add, alter, or reconfigure Government communication systems, networks, or lines without COR approval, which must be obtained by written request. The contractor shall notify the COR when maintenance or repair of telephones or telephone lines is required.

3.2.3 Refuse Collection. The Government will designate refuse (non-recyclable solid waste that is not hazardous waste, hazardous substance, construction and demolition debris, nor hazardous material) collection points for each work facility. Contractors are responsible for transporting refuse from assigned waste receptacles to the collection point. The contractor shall comply with all Government programs pertaining to pollution prevention and solid waste reduction, including ongoing recycling initiatives.

3.2.4 Information Management Systems. The Government will provide appropriate Desktop Computing Services and Network Support to the contractor when work is performed at the Government site. Government Information Management systems shall be utilized for ""Official Business"" only, in direct support of this contract. Computer workstations and network lines located in facilities to be occupied by the contractor will be provided by the Government. Government workstations shall only be used for transaction of official business in direct support of this contract. The Government will upgrade hardware as needed. Contractor owned software and hardware can only be loaded on to Government provided workstations after approval has been granted by the Designated Approval Authority IAW AR 25-2, Information Assurance. The use of personal digital assistance or like devices used on the Government network is not authorized. Non-Government provided workstations cannot be connected to the Government networks where services are being performed without prior approval by the Network Enterprise Center. Use of any workstation on any DoD network constitutes consent to monitoring.

3.2.5 Emergency Medical Services. Under the provisions of AR 40-3, Medical, Dental, and Veterinary Care, Army medical activities will provide emergency care to contractor personnel while performing work under this contract, when required to prevent undue suffering or loss of life for job-related injuries. The provider on duty will assess, treat and stabilize the patient, and determine whether to discharge or transfer the patient to a civilian facility for additional medical treatment. If emergency care services are not provided on the installation, contractor personnel will be referred for emergency care off the installation. The contractor shall be responsible for all medical expenses incurred. Army medical activities will invoice the contractor for all services rendered at Army hospitals.

3.3 Government Furnished Training Common Faculty Development Program (CFDP). The CFDP addresses the required skill sets for faculty to perform their duties and responsibilities as instructors and developers. The CFDP is competency-based and site-specific and is therefore not a means to rigidly standardize faculty development. The CFDP incorporates nationally and internationally recognized standards of faculty competencies in adult education. The CFDP is adaptable to the requirements found at each of the local centers and schools for their unique content and faculty populations.

In order for contract instructors to become "Qualified" to instruct, they must successfully complete the Center for Teaching and Learning Excellence (CTLE) approved qualification course to complete Phase I (Foundation) of the certification process. The CTLE, CCoE Faculty and Staff Development Division (FSDD) will provide contractors the foundational instructor and developer courses at no cost. In order for contract instructors to become "Certified" to instruct, in addition to completing Phase I (Foundation), they must successfully complete Phase II (Technical) and Phase III (Certification).

CFDP Certification Phases I through III are described in Technical Exhibit 5.



CONTRACTOR FURNISHED ITEMS AND RESPONSIBILITIES

**4. CONTRACTOR FURNISHED ITEMS AND RESPONSIBILITIES:**

4.1 General. The contractor shall furnish all supplies, equipment, facilities and services required to perform work under this contract that are not listed under Section 3 of this PWS.

4.1.1 Clearances. Some positions will require SECRET clearances and others will require TS/SCI clearances. Clearance requirements, to include facility clearances will be indicated for each task order. The contractor is responsible for acquiring all clearances.

4.2 Contract Administration

4.2.1 Financial Management. The contractor shall plan, budget, schedule, and control the resources allocated to meet the requirements of the contract. The contractor shall document and track the status of all obligated funds associated with the contract to include payments, cancellations and invoices against each contract line item number (CLIN) and sub-line item number (SLIN) by task order.

4.2.2 Contract Administration. The contractor shall establish processes and assign appropriate resources to effectively administer the requirement. The contractor shall respond to Government requests for contractual actions in a timely fashion. The contractor shall have a single primary POC between the Government and contractor personnel assigned to support task orders, and a single point of contact between the Government and contractor personnel at each manned location (determined by the contractor's analysis of manpower requirements) to support the contract. The contractor shall assign work effort and maintain proper and accurate time keeping records of personnel assigned to work on the requirements of this contract.

4.2.3 Personnel Administration. The contractor shall provide the following management and support as required. The contractor shall maintain the currency of contractor personnel qualifications by providing initial and refresher training as required to meet the contract requirements. The contractor shall make necessary travel arrangements for employees. The contractor shall provide necessary infrastructure to support contract tasks. The contractor shall comply with all applicable local host-nation and international laws, rules, regulations, and policies.

4.2.4 In-Process Reviews (IPR). The contractor shall conduct reviews to be co-chaired by a Government and contractor representative. The contractor shall be prepared to explain the reasoning, assumptions, and methods used to arrive at any particular conclusion, recommendation, or alternative in the accomplishment of the tasks required by the contract. The contractor shall have key personnel, support, and subcontractors, as appropriate, available to execute the meetings. The Government will provide the facilities to conduct IPRs. The contractor shall prepare the meeting agendas as coordinated with the Government. The contractor shall supply presentation materials to the Government as needed prior to the meeting to enhance productivity and mutual understanding of topics.

4.3 Personal Services. The Government and the contractor understand and agree that the work described in this contract and subsequent task orders are "Non-personal Services" as defined in FAR 37.101 and IAW FAR 37.104 guidance. Contractor personnel:

- (1) Shall perform the services described herein as independent contractors, not as employees of the Government.
- (2) Shall NOT be placed in a position where they are under the supervision, direction or evaluation of a federal employee, military or civilian, but shall, pursuant to the Government's right to inspect, accept or reject work, comply with such general direction of the Contracting Officer or the duly appointed representative of the Contracting Officer as is necessary to ensure completion of the contract objectives.
- (3) Shall NOT be placed in a position of command, supervision administration, or control over military or civilian personnel or personnel of other contractors, or become part of the Government organization.

(4) As this contract does not create any employer-employee relationships, entitlements and benefits applicable to such relationships do NOT accrue by virtue of this contract.

4.4 Insurance Requirements. Required Insurance under FAR 52.228-5 Insurance – Work on a Government Installation

- General Liability: \$500,000 per occurrence limit on the comprehensive form of policy.
- Workman's Compensation: IAW State Requirements. Employer's liability coverage in the minimum amount of \$100,000.
- Automobile Liability: On the comprehensive form of policy, minimum of \$200,000 per person and \$500,000 per occurrence for bodily injury and \$20,000 per occurrence for property damage for all automobiles and trucks used in connection with the performance of the contract.

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## C-5 SPECIFIC TASKS

### 5. Specific Tasks:

The contractor shall provide sufficient certified and qualified personnel IAW the requirements of individual task orders for instructors and training support personnel.

#### 5.1 Training:

The contractor shall ensure training instructors (IAW individual task orders) meet all certification and qualification requirements are available at scheduled times and in sufficient quantity to meet designated instructor-to-student ratios. Instructors will provide performance-oriented training using the TRADOC-approved Program of Instruction (POI) and in compliance with the task order defined instructor-to-student ratios, and equipment to student ratios. The full spectrum of training includes, but is not limited to classroom (platform and small group) training; hands-on/practical exercise training; role-playing; simulation/virtual training; and field exercise training. Training requirements shall be for resident and non-resident training courses and in support of mobile training. Individual task orders will detail specific training requirements.

A typical task order issued in this area will require the contractor to prepare classroom or training areas and pick up and return training devices as needed; apply advanced instructional methods and adult learning models to training; train to standard as it conducts classroom / laboratory / seminar / conference / discussion / lecture / demonstration / practical exercise training per class training schedule; support conducting and assessing student critiques to identify strengths, weaknesses, and actions to improve performance; review and summarize student course critiques; schedule remedial training as needed; conduct academic counseling; review and grade homework projects and tests; for certain courses, participate in the execution of course-specific field training exercises; provide training on nights, holidays, and weekends IAW the published training schedule; review a student's record for progression; prepare and forward required documentation on student release prior to graduation; develop and update cross-cultural competency training products for students ; generate reports, documents, statistics, timelines, tables, graphs, and correspondence for respective training courses; and/or, use the Master Writing Assessment Plan (MWAP) to support Instructors with instruction, assignments, and writing rubrics.

#### 5.1.1 Training Instruction,

The contractor shall provide qualified instructors and instructor/writers to instruct U.S. and International students. Specific qualifications will be identified on individual task orders. Individual task orders will include any requirement for instructor certification.

#### 5.1.2 Training Schedules,

The contractor shall assign contract instructors to meet the training schedule requirements for training courses. Contract instructors are assigned to perform specified activities on course training schedules.

#### 5.1.3 Training Course After-Action Reports,

The contractor shall participate in course after action reviews (AAR) and provide verbal input during the course of discussion. See the Performance Requirements Summary (PRS) at Technical Exhibit 1 for time limits to submit draft AARs.

#### 5.1.4 Lesson Plan Feedback Report,

The contractor shall prepare and provide written feedback to training developers for assigned lesson plans.

#### 5.1.5 Student Evaluation,

The contractor shall provide assessments and evaluations of student performance IAW the POI. The contractor shall tailor individual training sessions to create situations requiring the student to perform techniques in areas of weakness. Additionally, the contractor shall coordinate with the respectable Point of Contact (POC) to determine the approach to use for instruction, considering the prior experience and personality of individual students.

5.1.6 Training Preparation.

The contractor shall prepare training materials, develop training aids, set up classrooms, and deliver instruction

5.1.7 Training Venues and Materials.

The contractor shall perform training support and exercise support functions for training courses. The contractor shall:

- a) Prepare and maintain training venues and materials.
- b) Ready training venues and materials IAW course requirements identified in individual task orders
- c) The contractor shall comply with organizational supply discipline programs.

5.1.8 Training Records.

The contractor shall maintain class records, write, validate, administer, and score examinations.

5.1.9 Student Academic Counseling.

The contractor shall maintain counseling records for all assigned students; sign and abide by a non-disclosure agreement for PII; maintain PII IAW AR 340-21 (The Army Privacy Program); and, establish proper administrative, technical, and physical safeguards to ensure the security and confidentiality of records.

5.2 Training Development

The contractor shall provide sufficient qualified personnel in the use the Army Learning Policy and Systems that manage the Analysis, Design, Development, Implementation, and Evaluation (ADDIE) to create, develop, and maintain learning products for Military Occupational Specialties (MOSs), Areas of Concentration (AOCs), and professional development courses for Active Component (AC) and Reserve Component (RC) in all three domains of Army learning as described by AR 350-1, Army Training and Leader Development. The domains are:

- (1) Institutional - The generating force provides courses/events based on individual tasks/topics at institutions to ensure Soldiers and Army civilians meet established learning standards
- (2) Operational - Soldiers enter the operational Army upon assignment to a unit. Operational assignments integrate individuals into a team and build on the foundation of individual skills learned in institutions
- (3) Self-development - The Army provides many enablers to assist individuals in self-development, which maximizes leader strengths, reduces weaknesses, and enables individual development goals.

5.2.1 Maintain Programs of Instruction.

The contractor shall maintain POIs and lesson plans by incorporating lessons learned, doctrine, and current and evolving Tactics, Techniques, and Procedures (TTPs) into the POIs via Training Development Capability (TDC) or follow-on systems.

5.2.2 ADDIE Process.

The contractor shall conduct the analysis, design, development, implementation, and evaluation (ADDIE) process in support of training development IAW TRADOC Regulation 350-70.

5.2.3 Instructional Design.

The contractor shall provide instructional design and training development support for all courses IAW TRADOC Regulation 350-70 and Army Learning Model Resources including TRADOC Pamphlet 525-8-2 and 525-8-3. The contractor shall:

- a) The contractor shall support the redesign of courses.

b) The contractor shall identify gaps in learning, implementing instructional design strategy opportunities, redesign of courses, and production of course content.

c) The contractor shall support all phases of the analysis, development, design, implementation, and evaluation (ADDIE) model.

a) The contractor shall include the use of Computer Based Training (CBT) and Interactive Multimedia Instruction (IMI) during lesson plan development and support the validation and implementation of distributed learning curriculum programs and products.

#### 5.2.4 Instruction Research.

The contractor shall conduct research to integrate and implement training concepts and strategies:

a) The contractor shall determine applicability of emerging educational technology or methods for improving instruction, and to determine solutions to training problems and issues.

b) The contractor shall identify and select the most cost-effective mix of modalities for presenting instruction including existing materials from Army sources (i.e. Army Correspondence Course Program (ACCP) (<https://www.atsc.army.mil/tadlp/accp/index.asp>)).

c) The contractor shall assess observations, insights, and lessons (OIL) and, in coordination with designated requiring agency personnel and/or the COR, integrate OIL into curriculum for relevant training domains.

#### 5.2.5 Training Analysis.

The contractor shall conduct required types of training analysis in order to determine training needs, requirements, and standards. Training analysis includes but is not limited to the conduct of needs, mission, job, task, cost, and feasibility analysis. Analysis will require the performance of various forms of validation based upon the complexity and sensitivity of the subject matter, organization, or occupation.

#### 5.2.6 Training Validation.

The contractor shall support the validation of institutional, self-development, unit training, and new system training plans, programs, products, and assessment instruments. The contractor shall support the validation of Training Requirements Analysis System documentation to capture institutional and self-development training requirements. The contractor shall provide the results of validation work to RA personnel and/or the COR for review and approval.

#### 5.2.7 End of Course AAR.

The contractor shall attend training course after action reviews (AARs). The contractor shall follow attendance by producing End of Course reports including issues, discussions, and recommendations; reports are provided to the evaluation subject matter expert.

### 5.3 Doctrine Development

#### 5.3.1 Operational Support.

The contractor shall provide the required expertise to support critical portions of programmed work within the CCoE doctrine development program/process. The contractor shall process and track internal and external taskings related to doctrine publications and documents; update the SharePoint and the LandWarNet electronic University (LWNeU) websites; provide information management; coordinate with originators and commenters for publication, document, and website updates. The contractor shall track and secure classified and unclassified data, information and/or systems.

5.3.2, Doctrine Development Support.

The contractor shall provide doctrine development support for crucial doctrinal literature products by researching, analyzing, defining, evaluating and integrating both functional and operational network mission area requirements for voice, data and video communication capabilities and new information technology that will enhance information superiority and enable Army cyberspace, signal, and electronic warfare capabilities. Doctrine development documentation products and deliverables include integration of network software/hardware material solutions, organizational designs and the refinement of doctrine, tactics, techniques and procedures.

5.3.3 Evaluate TTPs/External Doctrinal Publications.

The contractor shall evaluate combined, joint, multi-service, multinational, Army, Signal doctrine, TTPs for the validation, modification and development of new doctrinal products in support of Army cyberspace, signal, and electronic warfare missions and other communications and network support activities. Assist in the planning, coordination, review, and evaluation of doctrinal publications developed by other proponent schools/centers, services and Government agencies, providing required support and knowledge to conduct external document reviews.

5.3.4 Doctrine Editing.

The contractor shall provide literary editing support in English composition, sentence, graphic and paragraph structure, spelling, grammar, and punctuation to ensure logical and coherent content flow of doctrine division products. The contractor shall provide editorial guidance and assistance to writers as it relates to the doctrine product being developed.

5.4 Registrar.

The contractor shall support the CCoE with the management of institutional training resources, such as classrooms and instructors. The registrar will utilize the Training Management Scheduling Software (TMSS) application to perform this function. TMSS will be used to schedule classes for all CCoE courses.

5.5 Invoicing/ WAWF:

5.5.1 Wide Area Workflow (WAWF). Invoicing Receipt, Acceptance, and Property Transfer (iRAPT) shall be implemented in accordance with DFARS 252.232-7003 Electronic Submission of Payment Requests. Manual invoices will not be accepted.

5.5.2 Format. All invoices shall be submitted in WAWF as a 2-in-1 invoice with all applicable monthly documentation attached. Monthly documentation includes Monthly Progress Reports (MPR), In-Progress Reviews (IPR), and other reports where applicable as stated in the PWS. Monthly documentation may not be submitted via email. Invoices submitted as anything other than a 2-in-1 and/or without attached monthly documentation will be rejected.

5.5.3 Email Notification. In addition, email notification of invoice submission shall be sent to the COR and appropriate contract management office representative. This email shall be initiated through the WAWF system by clicking on the "send more email notifications" link. This link is found at the bottom of the "submitted successfully" page after the invoice is submitted into the system. Email notifications, other than those initiated through WAWF, will not meet proper routing requirements and will not be accepted. If email notifications are not properly sent to appropriate individuals through WAWF, the invoice will be rejected.

5.5.4 Invoicing. A contract employee with the authority to bind the company contractually shall certify all invoices. Invoices shall be submitted no later than (NLT) ten days after the end of each contract month (30-day period), depending on the contract award date. Failure to submit invoices in a timely manner is a direct violation of this contract agreement. The Government will have the right to exercise a penalty cost, due to the contractor being out of compliance of this contract agreement.

5.5.5 Final Invoice. All invoices submitted at the end of the period of performance (each year) shall state “final invoice” and be clearly marked as base period. This annotation should be accomplished in Wide Area Workflow Invoice 2-in-1 section, under Tab Misc. Info, and in the area of Initiator Information Comments.

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C- 6  
APPLICABLE PUBLICATIONS

**6. Applicable Publications**

6.1 The contractor must abide by all applicable regulations, publications, manuals, and local policies and procedures. (For example, insert AR 25-2, AR 530-1.)

6.2 APPLICABLE PUBLICATIONS: The Government will provide access to publications (governing regulations and SOP's) on line. The following regulations are required to perform job functions/tasks (note: additional regulations may be specified in the individual task orders).

<b>PUB #</b>	<b>TITLE</b>	<b>DATE</b>
AR 25-2	Information Assurance	25 Jun 13
AR 190-11	Physical Security of Arms, Ammunition, and Explosives	5 Sep 13
AR 190-13	The Army Physical Security Program	25 Feb 11
AR 190-51	Security of Unclassified Army Property (Sensitive and Non-sensitive)	30 Sep 93
AR 215-1	Military Morale, Welfare, and Recreation Programs and Non-appropriated Fund Instrumentalities	24 Sep 10
AR 340-21	The Army Privacy Program	5 Jul 85
AR 350-1	Army Training and Leader Development	18 Dec 09
AR 350-10	Management of Army Individual Training Requirements and Resources (ATRRS Regulation)	3 Sep 09
AR 350-38	Policies and Management for Training Aids, Devices, Simulators, and Simulations	28 Mar 13
AR 351-9	Inter-Service Training (Schools)	29 Aug 12
AR 380-5	Department of the Army Information Security Program	29 Sep 00
AR 380-67	Personnel Security Program	24 Jan 14
AR 525-13	Antiterrorism	11 Sep 08
AR 670-1	Wear and Appearance of Army Uniforms and Insignia	3 Feb 05
AR 600-8-10	Leave and Passes	15 Feb 06
AR 750-1	Army Materiel Maintenance Policy	12 Sep 13
AR 870-20	Army Museums, Historical Artifacts, and Art,	21 Sep 07
DA PAM 350-9	Index and Description of Army Training Devices	12 May 10
DA PAM 415-28	Guide to Army Real Property Category Codes	10 Jul 13
DOD 5500.07	Joint Ethics Directive	29 Nov 07
DOD 5500.7-R	Joint Ethics Regulation	Aug 93; C7: 17 Nov 11
ADP 3.0	Unified Land Operations	10 Oct 11
ATTP 3-39.32	Physical Security	3 Aug 10
TC 3-25.150	Combatives	24 Sep 12
FM 5-19	Composite Risk Management	21 Aug 06
TC 25-10	A Leader's Guide to Lane Training	26 Aug 96
NA	FY09 TRADOC Training Guidance	22 Aug 08
NA	FY09 CCoE Training Guidance	24 Sep 08
TRADOC Regulation 350-6	Enlisted Initial Entry Training (IET) Policies Administration	7 Nov 13
TRADOC Regulation 350-70	Army Learning Policy and Systems	6 Dec 11
TRADOC Regulation 350-10	Institutional Leader Training and Education	12 Aug 02
TRADOC Regulation 350-18	The Army School System (TASS)	21 Jul 10
TRADOC Regulation 350-50-3	Battle Command Training Program	11 Sep 02
TRADOC Regulation 71-12	TRADOC Capability Management	3 Oct 12

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TRADOC PAM 350-70-1	Training Development in Support of the Operational Domain	24 Feb 12
TRADOC PAM 350-70-3	Faculty and Staff Development	4 Feb 13
TRADOC PAM 350-70-7	Army Educational Processes	9 Jan 13
TRADOC PAM 350-70-9	Budgeting and Resourcing	12 Oct 12
TRADOC PAM 350-70-10	Systems Approach To Training Course And Courseware Validation	29 Mar 04
TRADOC PAM 350-70-12	The Army Distributed Learning (DL) Guide	3 May 13
TRADOC PAM 350-70-16	Army Training and Education Proponents	6 Dec 11
TRADOC PAM 525-8-2	Army Learning Concept for Training & Education 2020-2040	7 Jan 11
TRADOC PAM 525-8-3	US Army Training Concept 2012-2020	7 Jan 11
Common Table of Allowances (CTA) 50-900	Clothing and Individual Equipment	20 Nov 08
Common Table of Allowances (CTA) 50-909	Field And Garrison Furnishings and Equipment (Being revised)	1 Aug 93
Common Table of Allowances (CTA) 50-970	Expendable/Durable Items (Except Medical, Class V, Repair Parts, and Heraldic Items)	28 Jan 05
NA	FEDLOG	Version 9
NA	Defense Contingency COR Handbook	Dec 10 v1

Note: Applicable publications will be specified on individual task orders.

**TECHNICAL EXHIBIT 1**  
Performance Requirement Summary (PRS)

As described in the Performance Requirement Summary (PRS), the performance objectives and standards provide the general basis for measuring the performance of each requirement associated with the standard. Task orders may include additional performance objectives and standards that are not included in this PRS.

**PERFORMANCE REQUIREMENTS SUMMARY (PRS)**

<b>Task</b>	<b>Performance Objective (PO)</b>	<b>PWS</b>	<b>Performance Standards</b>	<b>Allowable Performance Deviation</b>	<b>Disincentive</b>
Provide sufficient qualified personnel	ALL	5.0	100% of PWS qualified personnel available	0 defects	Daily rate
Training Instruction	Provide training instruction for courses.	5.1.1	a) 100% of Instruction is IAW TRADOC Reg 350-70. b) Must receive an 80% or better performance rating on all instructor evaluations (platform, small group, performance-based). c) Meets 100% of requirements identified in para 5.1 d) 100% of Instructional hours comply with published training schedules.	0 Defects per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Training Schedules	Provide training schedule development for training courses.	5.1.2	100% of training schedule input is provided within one week prior to course start. No missing or incorrect assignments of instructors to perform specified activities on course training schedules.	No Defects	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Training Course After Action Reports	Participate in course after action reviews (AAR) and compile AAR comments for trend analysis and training improvement	5.1.3	100% of instructors participate in course AARs. Draft AAR are submitted 5 calendar days after the course. AARs meet minimum requirements after rework, which is completed within 2 workdays.	No Defects	Deficiency will be noted in COR monthly reports and may result in negative CPARS report

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			Each day late will be treated as a single instance of a “defect” per evaluation period. Allowable defects and associated rating are identified in AQL column.		
Lesson Plan Feedback Report	Prepare and provide written feedback to training developers for assigned lesson plans. The contractor shall respond to and report accidents and incidents	5.1.4	100% of Feedback is provided IAW Lesson Plan SOP and addresses the efficacy of lesson plans assigned.	2 Defects per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Student Evaluation	Provide training evaluation for training courses. The contractor shall respond to and report accidents and incidents	5.1.5	a) 100% of training evaluation is IAW TRADOC Reg 350-70, and SOPs. b) 100% of students receive performance assessments c) 100% of all poorly performing students are identified and remediated IAW approved strategy. d) 100% of invalid test items are replaced. e) 100% of testing materials are handled IAW Test Control Policy.	4 Defects per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Training Preparation	Prepare training materials, develop training aids, set up classrooms and deliver instruction	5.1.6	100% of training preparation is IAW approved course SOPs and curriculum proceeds IAW course schedules.	1 Defect per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Training Venues and Materials	Perform training support and exercise support functions	5.1.7	a) 100% of support is IAW with approved SOPs and curriculum proceeds IAW course schedules. b) 100% of training venues and materials are ready IAW respective course SOPs.	1 Defect per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report

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			c) 100% compliance with designated programs and policies, i.e. INFOSEC, OPSEC, Physical Security, TARP: AR 380-40, AR 381-12, AR 530-1, and AR 190-11).		
Training Records	Develop and maintain student records for up to thirty-two students per class.	5.1.8	90% of student records are created, maintained, and transferred IAW TRADOC Reg 350-70 and Student Records SOP meet suspense with the remainder no more than 48 hours beyond the suspense.	2 Defects per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Student Academic Counseling	Counsel students IAW respective course SOP.	5.1.9	a) Maintain 100% of student counseling records for all assigned. b) 100% compliance with signing and abiding by a non-disclosure agreement for PII. c) 100% compliance with maintaining PII IAW to AR 340-21, The Army Privacy Program, and establish proper administrative, technical and physical safeguards to ensure the security and confidentiality of records.	1 Defect per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Training Hours	Provide training on nights, holidays, and weekends IAW the published training schedule.	5.1.2, 1.6.1	100% compliance with training schedule.	No Defects	Daily Rate
Maintain Programs of Instruction	Develop, review, and update POIs with lessons learned, doctrine, and current and evolving Tactics, Techniques, and Procedures (TTPs) as they	5.2.1	Incorporate 100% of applicable lessons learned, doctrine, and current and evolving Tactics, Techniques, and Procedures (TTPs) into the POIs.	4 Defects per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report

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	become available.				
ADDIE Process	Conduct the analysis, design, development, implementation and evaluation (ADDIE) process in support of training development	5.2.2	100% of tasks are conducted IAW TRADOC Regulation 350-70.	No Defects	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Instructional Design	Provide instructional design and training and development support for courses.	5.2.3	100% of tasks are conducted IAW applicable regulations	No Defects	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Instruction Research	Conduct research to integrate and implement training concepts and strategies.	5.2.4	a) 100% of results determine applicability of emerging educational technology/methods for improving instruction. b) Implementation solves 100% of targeted training problems and issues.	3 Defects per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Training Analysis	Conduct required types of training analysis	5.2.5	100% of results determine training needs, requirements, and standards.	3 Defects per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Training Validation	Support the validation of institutional and self-development training	5.2.6	100% of training validation support is IAW TRADOC Regulation 350-70.	3 Defects per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Training Assessment	Implement and assess the effectiveness of institutional and self-development training programs and products.	5.2	100% of materials and products achieve instructional standards, goals, objectives, and/or outcomes.	1 Defect per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Training Observation	Conduct visits to training courses and produce written post-visit reports providing	5.2	a) 100% of visits conclude with a detailed report that identifies commendable	3 Defects per month	Deficiency will be noted in COR monthly reports and may result in

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	feedback to course leadership		practices as well as areas for improvement		negative CPARS report
End of Course AAR	Attend training course after action reviews (AARs) and follow attendance by producing End of Course reports.	5.2.7	100% of reports including issues, discussions, and recommendations.	1 Defect per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Observations, Insights and Lessons (OIL)	Analyze, assess, and support the validation and integration of OIL into curriculum for appropriate domains	5.2.4	a) 100% of Instructional programs remain relevant and responsive. b) 100% of products are available to support institutional and self-development instructions.	2 Defects per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Distributed Learning	Support the validation and implementation of distributed learning curriculum programs and products	5.2.3, 5.2.4	100% of products employ current and emerging instructional technology and capabilities and delivery methods.	2 Defects per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Training Development Capability (TDC)	Provide technical expertise in support of the TDC effort	5.2	a) 100% of products and support are IAW TR 350-70 and CCoE policies. b. Submit training materials no later than 30 calendar days after completion of course analysis. Final submission shall be completed no later than 10 working days after Government content approval has been received.	1 Defect per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Operational Support	Provide the required expertise to support critical portions of programmed work within the CCoE doctrine development program/process.	5.3.1	a) All taskings completed within suspense. b) 100% SharePoint and LandWarNet electronic University (LWNeU) websites up to date and accurate.	1 Defect per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Doctrine Development Support	Provide doctrine development support for crucial doctrinal literature products	5.3.2	a) 100% of products and support IAW AR 25-30 and CCoE SOP.	3 Defects per month	Deficiency will be noted in COR monthly reports and may result in

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			<p>b) No more than 3 revisions per product for compliance. c) Products completed within suspense. d) Revisions will be completed within five working days</p>		negative CPARS report
Evaluate TTPs/External Doctrinal Publications	Evaluate combined, joint, multi-service, multinational, Army, Signal doctrine, TTPs for the validation, modification and development of new doctrinal products in support of Army cyberspace, signal, and electronic warfare missions and other communications and network support activities.	5.3.3	<p>a) 100% of products and support IAW AR 25-30 and CCoE SOP. b) No more than 3 revisions per product for compliance. c) Products completed within suspense. d) Revisions will be completed within five working days</p>	3 Defects per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Doctrine Editing	Provide literary editing support in English composition, sentence, graphic and paragraph structure, spelling, grammar, punctuation and ensures logical and coherent content flow of doctrine division products.	5.3.4	<p>a) 100% of products and support IAW AR 25-30 and CCoE SOP. b) No more than 3 revisions per product for compliance. c) Products completed within suspense. d) Revisions will be completed within five working days</p>	1 Defect per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report
Registrar		5.4	<p>a) 100% of training schedule input is provided within one week prior to course start. b) No missing or incorrect assignments of instructors,</p>	2 Defects per month	Deficiency will be noted in COR monthly reports and may result in negative CPARS report

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			classrooms, or equipment. c) Products completed within suspense.		
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**TECHNICAL EXHIBIT 2**  
**DELIVERABLES SCHEDULE**

7. If applicable, deliverable schedules will be detailed in the task order.

ITEM	DATA NUMBER	DUE DATE
Monthly Progress Report	CDRL A001	10 working days after end of each month
In Progress Reviews	CDRL A002	Quarterly beginning three months after the contract award date.
Curriculum Updates	CDRL A003	As determined by the government
Academic Reports	CDRL A004	Daily
POI Updates	CDRL A005	As determined necessary by the government
Trip Reports	CDRL A006	5 working days after travel

7.1 Monthly Progress Reports. (CDRL A001). The contractor shall provide a monthly contractor's Progress, Status, and Management Report containing the following:

- Brief description of the requirements
- Brief summary of accomplishments during the reporting period
- Significant events regarding the Contract
- Progress on deliverable products
- Current or anticipated problems
- Summary of activity planned for the next reporting period

7.2 In-Progress Reviews (IPR). (CDRL A002). The contractor shall participate in Quarterly IPRs beginning three months after the contract award date. The scope of which shall be determined at the Post Award Meeting chaired by the COR.

7.3 Curriculum Updates. (CDRL A003) All curriculum updates need to be completed and approved by the Government 5 days before instituting changes.

7.4 Academic Reports. (CDRL A004) The contractor shall provide daily reports containing academic information that includes course progress, milestones, absences, problems/issues, etc.

7.5. POI Updates. (CDRL A005) The contractor shall also provide POI updates, which will be formatted in accordance with (IAW) TRADOC Regulation 350-70 and entered into the TDC database. Frequency will be determined by the Government.

7.6 Trip Reports. (CDRL A006) Trip reports include Invoices and After Action Review (AAR). The contractor shall submit invoices for reimbursement citing the appropriate Contract Line Item Number (CLIN). All supporting documentation for travel must be legible, error free, and must state the exact amount the government owes the vendor.

**TECHNICAL EXHIBIT 3**  
**Estimated Workload Data**  
**(Based on Projected FY18 Workload)**

<b>FUNCTIONAL AREA</b>	<b>ESTIMATED HOURS</b>
Instruction	422,400
Support	76,800
Unclassified Instruction	248,064
Secret Instruction	24,960
TS Instruction	149,376
TS Admin Support	2,288
TS Systems Operator	2,288
Staff Specialist-Operations	6,864
<b>ESTIMATED TOTAL HOURS</b>	<b>510,640</b>

These figures are estimates and the exact figures will be listed in the task order.

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**TECHNICAL EXHIBIT 4  
CURRENT COURSES**

School Code	Course Number	Phase	Course Title	Course Weeks	Instructor Contact Hours	Classes per Year
<b>CYBER SCHOOL</b>						
112	230-17C10 (CP)	2	CYBER OPERATIONS SPECIALIST	20	1692.52	16
112	4-17-C20B (CP)		CYBER BASIC OFFICER LEADER (BOLC-B)	37	6498.20	7
112	4-17-C32-170A (CP)		CYBER OPERATIONS TECHNICIAN WOAC	16	1769.20	2
112	4C-17-C22 (CP)		CYBER CAPTAINS CAREER (CERT)	22	3210.02	4
112	4C-17-C23	2	CYBER CAPTAINS CAREER (CERT)	6	231.00	4
112	4C-17-C23 (CP)	3	CYBER CAPTAINS CAREER (CERT)	9	256.60	4
112	4C-17A (RC)(CP)	3	CYBER OPERATIONS OFFICER (CERT)	7	280.00	8
112	4C-F66/260-F27 (MT)		SENIOR LEADERS CYBERSPACE OPERATIONS	0	160.00	15
112	4C-F68/260-F29 (CP)		JOINT ADVANCED CYBER WARFARE	2	160.00	0
112	4C-F70/260-F32		CYBER PROTECTION TEAM	1	152.00	13
112	260-F30		OFFENSIVE CYBER OPERATIONS ANALYST	4	608.00	10
112	4C-17-C23	1	CYBER CAPTAINS CAREER (CERT)	6	244.00	4
112	4C-170A (CP)		CYBER OPERATIONS TECHNICIAN WOBC	19	3293.20	3
112	4C-17A (CP)		CYBER OPERATIONS OFFICER (CERT)	26	2777.60	4
112	4C-17A (R)(RC)	1	CYBER OPERATIONS OFFICER (CERT)	10	405.62	8
112	4C-17A (RC)(CP)	2	CYBER OPERATIONS OFFICER (CERT)	8	557.90	8
112	4C-F65/260-F26 (MT)		ARMY LEADERS CYBERSPACE OPERATIONS	1	493.00	13
112	4C-F67/260-F28 (CP)		CYBER COMMON TECHNICAL CORE	9	682.80	13
112	4C-F69/260-F31		CYBER OPERATIONS PLANNER	2	304.00	5
810	2-15-C32-170B (CP)		ELECTRONIC WARFARE TECH WOAC	8	527.00	1
810	230-17E2/3 (CP)		ELECTRONIC WARFARE SPEC NCO	9	2232.47	8
810	230-ASI1K (CT)		COMPANY CREW SPECIALIST	2	432.00	10
810	3B-170B (CP)		ELECTRONIC WARFARE TECH WOBC	15	590.40	1
810	3B-FA17 (CP)		ELECTRONIC WARFARE OFFICER QUALIFICATION	13	1623.00	2
<b>SIGNAL SCHOOL</b>						
113	101-25P10		MICROWAVE SYSTEMS OPERATOR-MAINTAINER	19	585.20	10
113	101-25U10 (CP)		SIGNAL SUPPORT SYSTEMS SPECIALIST	20	2819.00	69
113	102-25Q10 (CP)		MULTICHANNEL TRANS SYS OPER-MAINT	15	1210.00	62

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113	102-25S10	1	SATCOM SYSTEMS OPER-MAINT COMMON CORE	15	1832.30	48
113	102-ASI7D (25S) (CP)	2	SATCOM SYSTEMS OPER-MAINT (TACT-1)	11	1874.00	48
113	102-ASI7D (25S) (CP)	3	SATCOM SYSTEMS OPER-MAINT (TACT-2)	11	1874.00	0
113	102-ASI7E (25S)	2	SATCOM SYSTEMS OPER-MAINT (STRAT-1)	11	1604.00	21
113	102-ASI7E (25S)	3	SATCOM SYSTEMS OPER-MAINT (STRAT-2)	10	.00	0
113	201-25C10		RADIO OPER-MAINT	12	2362.29	7
113	201-ASIT2		EPLRS NETWORK MANAGEMENT EGRU NCS OPER-MAINT	4	329.30	0
113	260-ASIS9		JOINT SPECTRUM MANAGER	5	521.60	1
113	4-11-C20B (CP)		SIGNAL BASIC OFFICER LEADER- BRANCH	16	5650.20	8
113	4-11-C23 (RC)	4	SIGNAL CAPTAINS CAREER	2	324.00	6
113	4-11-C32 (CP)		SIGNAL WARRANT OFFICER ILE (FOLLOW-ON)	4	184.00	4
113	4-11-C32-255A	1	INFORMATION SERVICES TECHNICIAN WOAC	7	340.00	6
113	4-11-C32-255N	1	NETWORK MANAGEMENT TECHNICIAN WOAC (CERT)	7	417.10	3
113	4-11-C32-255N (CP)	3	NETWORK MANAGEMENT TECHNICIAN WOAC (CERT)	5	226.20	3
113	4-11-C32-255S (CP)		INFORMATION PROTECTION TECHNICIAN WOAC (CERT)	19	3179.00	2
113	4C-255A (RC)	2	INFORMATION SERVICES TECHNICIAN WOBC (CERT)	8	479.40	3
113	4C-255N (CP)		NETWORK MANAGEMENT TECHNICIAN WOBC (CERT)	23	1313.50	3
113	4C-255N (RC)	1	NETWORK MANAGEMENT TECHNICIAN WOBC (CERT)	7	413.00	1
113	4C-F60/160-F40		MANAGEMENT CLIENT (MGC)	2	365.40	9
113	4C-FA26A (CP)		NETWORK SYSTEMS ENGINEER	30	1386.00	2
113	4C-FA26B (CP)		CYBERSPACE INFORMATION SYSTEMS ENGINEER	29	1664.00	6
113	4C-FA26B (RC)(CP)	1	CYBERSPACE INFORMATION SYSTEMS ENGINEER	10	838.00	1
113	4C-SI6N		BRIGADE S6 OFFICER	2	222.80	2
113	531-F75 (CT)		SIGNAL DIGITAL MASTER GUNNER	5	453.70	6
113	230-25D30 (CP)		CYBER NETWORK DEFENDER (CERT)	14	927.00	11
113	260-25N10 (CP)		NODAL NETWORK SYSTEMS OPER- MAINT	25	1740.80	26
113	2G-F40		SIGNAL PRE-COMMAND	1	64.00	6
113	4-11-C22 (CP)		SIGNAL CAPTAINS CAREER	20	2378.80	12
113	4-11-C23 (RC) (CP)	2	SIGNAL CAPTAINS CAREER	2	538.70	6
113	4-11-C23 (RC) (DL)	1	SIGNAL CAPTAINS CAREER	1	.00	1
113	4-11-C23 (RC) (DL)	3	SIGNAL CAPTAINS CAREER	1	.00	1
113	4-11-C32-255A	2	INFORMATION SERVICES TECHNICIAN WOAC	6	448.90	6
113	4-11-C32-255N	2	NETWORK MANAGEMENT TECHNICIAN WOAC (CERT)	4	251.10	3

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113	4C-255A		INFORMATION SERVICES TECHNICIAN WOBC (CERT)	32	1847.90	4
113	4C-255A (RC)	1	INFORMATION SERVICES TECHNICIAN WOBC (CERT)	7	328.60	3
113	4C-255A (RC)	3	INFORMATION SERVICES TECHNICIAN WOBC (CERT)	16	1039.90	3
113	4C-255N (RC) (CP)	2	NETWORK MANAGAEMENT TECHNICIAN WOBC (CERT)	9	462.60	1
113	4C-255N (RC) (CP)	3	NETWORK MANAGEMENT TECHNICIAN WOBC (CERT)	6	437.80	1
113	4C-F22/160-F23		COMSEC ACCOUNT MANAGER (CAM)	1	99.80	12
113	4C-F55/260-F15		JOINT C4 PLANNERS	4	470.00	5
113	4C-F19/102-ASI1C		SATELLITE SYSTEMS/NETWORK COORDINATOR	17	2111.00	6
113	4C-F71		SIGNAL OFFICER PREPARATORY	1	80.00	0
113	4C-F72/260-F24 (CT)		AEHF MISSION PLANNING ELEMENT COMM TACTICAL	3	240.00	10
113	4C-FA26B (RC)(CP)	2	CYBERSPACE INFORMATION SYSTEMS ENGINEER	19	1032.00	1
113	4C-SI5D/201-25E30		ELECTROMAGNETIC SPECTRUM MANAGER	10	942.00	4
113	4C-SI6B		BATTALION S6 OFFICER	5	733.30	2
113	531-25B10 (CP)		INFORMATION TECHNOLOGY SPECIALIST	19	2056.50	80
113	7E-F104/531-F57 (CT)(RF)		SECURITY+ (CERT)	1	38.00	13
113	7E-F105/531-F58 (CT)(RF)		NETWORK MANAGER SECURITY	1	38.00	1
113	WCYBER200		CYBERSPACE 200	3	0	0
113	WCYBER300		CYBERSPACE 300	2	0	0
113	621-25L10		CABLE SYSTEMS INSTALLER- MAINTAINER	10	2226.00	10
113	7E-F103/531-F56 (CT)(RF)		CISSP REVIEW (CERT)	1	70.00	0
113H	829-SQII		BASIC INSTALLER	6	793.00	4
<b>CYBER NCO ACADEMY</b>						
613	101-25U40-C46 (CP)		SIGNAL SUPPORT SYSTEMS SUPERVISOR SLC	7	728.50	7
613	102-25Q30-C45 (CP)		MULTICHANNEL TRANSMISSION SYS OPR/MAINT ALC	6	426.30	7
613	201-25C30-C45 (CP)		RADIO OPER-MAINT ALC	5	520.00	2
613	201-25E40-C46 (ASIS9)	1	ELECTROMAGNETIC SPECTRUM MANAGER SLC	5	521.60	2
613	230-17C40-C46 (CP)		CYBER OPERATIONS SPECIALIST SLC	3	311.50	3
613	230-25D40-C46 (CP)		CYBER NETWORK DEFENDER SLC	8	470.50	4
613	531-25B30-C45		INFORMATION TECHNOLOGY SPECIALIST ALC	8	766.50	22
613	101-25P30-C45 (CP)		MICROWAVE SYSTEMS OPER-MAINT ALC	3	480.00	2
613	101-25U30-C45 (CP)		SIGNAL SUPPORT SYSTEMS SPECIALIST ALC	7	656.00	12

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613	102-25S/P40-C46 (CP)		SATELLITE/MICROWAVE SYSTEMS CHIEF SLC	5	421.00	4
613	102-25S30-C45 (CP)		SATCOM SYSTEMS OPER/MAINT ALC	6	482.10	7
613	201-25E40-C46	2	ELECTROMAGNETIC SPECTRUM MANAGER SLC	2	242.90	2
613	230-17C30-C45		CYBER OPERATIONS SPECIALIST ALC	3	330.00	6
613	260-25N30-C45 (CP)		NODAL NETWORK SYSTEMS OPER-MAINT ALC	7	623.00	6
613	260-25W40-C46 (CP)		TELECOMMUNICATIONS OPERATIONS CHIEF SLC	7	544.00	7
613	531-25B40-C46		INFORMATION TECHNOLOGY SPECIALIST SLC	7	545.84	10
613	621-25L30-C45 (CP)		CABLE SYSTEMS INSTALLER-MAINTAINER ALC	5	481.00	2
613A	400-25M30-C45		MULTIMEDIA ILLUSTRATOR ALC	4	370.10	1
613A	570-46Z40-C46		CHIEF PUBLIC AFFAIRS NCO SLC	3	268.70	3
613A	400-25R30-C45		VISUAL INFO EQUIP OP-MAINTAINER ALC	4	353.60	2
613A	400-25V30-C45		COMBAT DOCUMENTATION PRODUCTION SPEC ALC	5	459.20	2
613A	400-25Z40-C46		VISUAL INFORMATION OPERATIONS CHIEF SLC	5	376.00	2
613A	570-46Q/R30-C45		PUBLIC AFFAIRS SUPVR ALC	3	231.40	6
635	230-17E40-C46		ELECTRONIC WARFARE SPECIALIST SLC	8	960.20	4
<b>CYBER COE FACULTY &amp; STAFF</b>						
812	2G-F92/521-F77		TRADOC IMT CADRE TRAINING	1	0	0
812	7B-S17Q/570-SQI2		COMMON FACULTY DEVELOPMENT-DEVELOPER	2	0	0
812	9E-F7/012-F35		SUPPORT CADRE TRAINING	0	0	0
812	9E-S15K/920-SQI8		COMMON FACULTY DEVELOPMENT-INSTRUCTOR COURSE	2	0	0
<b>OTHER SERVICES</b>						
113	260-F9 (OS)		SMART-T OPERATOR/MAINTAINER (USMC)	3	520.00	0
113	102-F40 (OS)		DIGITAL COMM SATELLITE SUBSYS (USAF)	13	1378.64	0
113	A09DPG1 (OS)		DIGITAL WIDEBAND TECHNICIAN (USMC)	12	.00	0
113	A09P9H1 (OS)		SATELLITE TRANS SYSTEM OPERATORS (USMC)	9	.00	0
113	ECAZP3D153 01DA		MILSTAR OPERATIONS AND MAINTENANCE	5	261.00	0
113	102-F104 (OS)		SATCOM STRATEGIC TERMINALS (USAF)	10	1187.00	0
113	102-F39 (OS)		STRATEGIC SHF SATCOM SYS MAINT (USN)	25	1593.79	0
113	102-F43 (OS)		DSCS SATELLITE COMMUNICATIONS OPERATOR (USN)	7	635.00	0

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**TECHNICAL EXHIBIT 5  
COMMON FACULTY DEVELOPMENT PROGRAM (CFDP) PHASES**

**Three Phases of CFDP Certification**

<b>Phase</b>	<b>Description</b>
Phase I Foundation	To meet the qualification standard, prospective faculty members will successfully complete the CFDP foundation course. Phase I addresses adult learning principles articulated in the Army Learning Model, and incorporates nationally and/or internationally recognized faculty competencies.
Phase II Technical	Phase II combines foundational educational methodology with technical content. After completing Phase I (Foundation) qualified faculty members can serve as assistants to a certified faculty member to achieve the technical standard for the course content for which they are responsible.
Phase III Certification	After satisfactorily completing Phase II, the qualified faculty member will serve as the primary or lead instructor or developer for the site-specific learning content. The qualified faculty member will meet the Certification requirement based on a minimum of one evaluation by a certified faculty member. Centers and schools have the discretion to determine if more than one evaluation is needed to grant certification. The SI is awarded after completion of the certification process and may include completion and approval of the certification request packet, and Army Human Resources Command approval of the request for award of an SI. Military instructors will receive the SI/special qualification identifiers “5K” (officer) or “8” (WO or NCO) pursuant to AR 611-1 and DA Pam 611-21. Developers will receive a “7Q” or “2” pursuant to AR 611-1 and DA Pam 611-21.



**TECHNICAL EXHIBIT 6**  
**Historical Labor Categories**

Historically requirements anticipated under this multiple award IDIQ contract have been met by individuals that possess the following qualifications. The information below is for informational purposes only and does not define a required service nor is it all-inclusive. The required services will be detailed in the Request for Task Order Proposal (RTOP) at the time of issuance.

- a. Instructor & Instructor/Writer
- b. Training Developer
- c. Doctrine Developer
- d. Training Support

Instructor. Courses that require specific technical and tactical certification will be detailed in the Task Orders. Documentation of these technical and tactical certifications are required for each instructor requirement. Instructors must be knowledgeable of all applicable regulations and doctrine regarding military training.

Instructor/Writer. In addition to the instructor qualifications above, the Instructor/Writer shall develop and update lesson materials as required in the specified lesson curriculum. Lesson materials shall be approved by the Course Manager Instructor/writers must complete and be proficient in the Army Learning Policy and Systems, and Training Development Capability (TDC). The Government will provide updates as new versions are fielded. The instructor/writer shall also participate as a SME in developing revisions of the POIs, Lesson Plans, and Training Support Packages (TSP) to remedy any deficiencies or shortcomings identified during the preparation for and conduct of instruction

Officer Instructor. Officer instructors must have, at a minimum, four years of prior military service as a Warrant Officer or senior NCO. Equivalent civilian technical experience/training may be substituted in lieu of military experience. Instructors must be knowledgeable of all applicable regulations and doctrine regarding military officer training.

Small Group Leaders. In addition to the qualifications above, Small Group leaders must possess a minimum of three years specific experience in delivering training, reviewing/updating course materials, using training aids in support of vocational or military training programs and 18 months of specialized experience facilitating experiential learning in small group settings. This is a key position and resumes will be required to be submitted with the technical proposals at the task order level.

Operating Systems Instructor/Content Developer Qualifications:

- a. Must have in-depth knowledge of operating system concepts such as processes, threads, context switching, user mode/kernel mode, synchronization, IO and CPU Scheduling and their associated algorithms, memory management, and filesystems.
- b. Must have knowledge of the aforementioned in Windows, GNU/Linux, and BSD.
- c. Must have experience with and be able to complete both LFS and BLFS (Linux from Scratch/Beyond Linux from Scratch)
- d. Must be proficient in x86 assembly
- e. Must be proficient in C
- f. Must have experience with both the Linux API and Windows API (win32 & UWP)
- g. Must have experience in instructing the aforementioned topics

Networking Instructor/Content Developer Qualifications:

- a. Must have networking expertise and experience equivalent to the CCIE-R&S or JNCIE-SP level
- b. Must understand networking from both the theoretical & practical perspectives
- c. Must have experience with reading and understanding Requests for Comment (RFC)

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- d. Must have experience with taking an RFC for a networking protocol and creating a compliant implementation from scratch
- e. Must be proficient in python or ruby
- f. Must understand SDN
- g. Must have experience in instructing the aforementioned topics

**Information Security Instructor/Content Developer Qualifications:**

- a. Must have in-depth knowledge of operating system and network security
- b. Must have expert-level proficiency in x86 assembly
- c. Must have expert-level proficiency in C
- d. Must have a deep and thorough understanding of Regular Expressions and Context-Free Grammars
- e. Must be familiar with systems exploitation without the assistance of toolkits like Core Impact or MSF
- f. Must have experience with reverse engineering patches to discover the original vulnerabilities
- g. Must have experience in instructing the aforementioned topics

**CEMA Instructor (Instructor/Writer) Qualifications:**

- a. Must have graduated from Senior Leader Course (NCOs), Service War College, Intermediate Level Education – JPME Level1, Warrant Officer Advanced Course, or Captain's Career Course or equivalent
- b. Have 2 (two) years of experience, within the last 6 (six) years, instructing courses related to Military Decision Making Process (MDMP), Joint Operations Planning Process (JOPP), Intelligence Preparation of the Battlefield (IPB), Joint Intelligence Preparation of the Operational Environment (JIPOE), the Cyberspace Operations Planning Course (COPC) or a minimum of 2 years' experience as a Planner in a Joint Staff, CJTF, Multi National HQ or a Combatant Command (Geographic or Functional Combatant Command).
- c. Must have a Bachelor's Degree in Computer Science, Computer Engineering, Electrical Engineering, Information Technology, Information Systems, Information Security, or a related field

**ULO Instructor (Instructor/Writer) Qualifications:**

- a. Must have experience within the United States Army Maneuver, Fire, and Effects field (11, 12, 13, 18, 19 MOS) serving in leadership positions as an Officer, Non-Commissioned Officer (NCO) or Warrant Officer (WO). Individual will have achieved the grade of E8 for NCOs, WO3 for Warrant Officers and O3 for commissioned officers.
- b. Must have graduated from Senior Leader Course, Captain's Career Course, or Command and General Staff College (or equivalent at the time).
- c. Must have served in a tactical unit as a company commander, staff planner, or in a similar leadership role of a battalion or higher element.
- d. Have 2 (two) years of experience, within the last 5 (five) years, instructing full-length instructional and training material or courses related to Unified Land Operations.
- e. Must have Bachelor's Degree.
- f. In lieu of a Bachelor Degree, a minimum of 3 (three) additional years of experience in the above areas.

**17E Instructor (Instructor/Writer) Qualifications:**

- a. Contract instructors instructing the 17E EWNC SHALL at a minimum be a graduate from an approved U.S. Army MOS producing EW Course, or an EW course 160 hours or longer (any service) and 2 years' experience at the brigade-level (or above).

**170B Instructor (Instructor/Writer) Qualifications:**

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Contract instructors instructing the 170BA EW Technician WOBC and WOAC SHALL at a minimum be a graduate from an approved U.S. Army 290A WOBC or WOAC, or an EW course 160 hours or longer (any service) AND 2 years' experience at the brigade-level (or above).

FA29 Instructor Qualifications:

The FA29 course contract instructor SHALL be a graduate of the FA29 course or an EW course 160hrs or longer (any service). Additionally, 2 years' brigade-level equivalence or higher, military experience.

ASI 1K Instructor Qualifications:

The ASI 1K Course contract instructors SHALL be at a minimum a graduate of the ASI 1K course or higher U.S. Army EW MOS or Functional Area course or be a Counter Radio-Controlled Improvised Explosive Device Electronic Warfare (CREW) Field Service Representative (FSR).

Range Facilitator Qualifications:

All Range Facilitators SHALL be at a minimum a graduate of the ASI1K course or higher U.S. Army EW MOS or Functional Area course or be a Counter Radio-Controlled Improvised Explosive Device Electronic Warfare (CREW) Field Service Representative (FSR). Range Facilitators shall provide range support for all EW courses including the 17E Senior Leaders Course (SLC).

Training Developers

- a. Have a minimum 5 (five) years of experience developing and designing full-length instructional and training material or courses related to Offensive and/ or Defensive Cyberspace Operations or Electronic Warfare (EW)..
- b. Have extensive knowledge in the following: Offensive and Defensive Cyberspace operations areas; threat emulation; mission protection; discovery and counter-infiltration ("Red/Blue/Hunt") methodologies; computer network exploitation; cyberspace attack; cyberspace defense; cyber operational preparation of the environment; cyber intelligence; surveillance and reconnaissance actions; network terrain audits; penetration testing; basic digital forensics data analysis; software threat analysis; reacting to cyberspace events; employing cyberspace defense infrastructure capabilities; collecting basic digital forensics data; providing incident response impact assessments; producing network security posture assessments; analyzing computer system and network architectures; and, determining and implementing exploitation methods.
- c. Be a graduate of the NSA's "Intermediate Cyber Core" (CYBR3410), the Joint Cyber Analysis Course (JCAC), the Army Cyber Common Training Core (CCTC), or alternate/equivalent training for Cyber Protection Teams.

Program Manager.

- a. Possess a minimum of 8-10 years of documented management experience in, Program/Project Management Training on contracts of similar size and scope (at least 100 employees)
- b. Possess a Master's Degree in Business or Education or 1 year experience working as a Program Manager.
- c. Documented success in problem solving and conflict resolution
- d. Be capable of coordinating work schedules/assignments of contractor employees.
- e. Be able to communicate orally and written with COR.
- f. Possess Support Cadre Training Course (SCTC) Certification.

Training Section Managers.

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- a. Possess a Bachelor's Degree in Education, Business, Instructional Technology, Computer Science, and Networking, or 1-year experience working as a manager or supervisor in a training/education field.
- b. Must possess 5-7 years of documented supervisory or management experience in TRADOC institutional training, other technical military training programs, or vocational/ technical training programs for adult learners.
- c. Possess at least 3 years' of directly related experience in classroom/ course instruction
- d. Possess SCTC Certification.

Training Operations Manager.

- a. Possess a Master's Degree in Education, Instructional Design, Instructional Technology, or related field.
- b. Have 5-7 years supervisory or management experience in TRADOC institutional training, other technical military training programs, or vocational/ technical training programs for adult learners.
- c. Possess SCTC Certification.
- d. Have a minimum of 5 years' experience in using the Analysis, Design, Develop, Implement, Evaluation (ADDIE) development process within a military or vocational/ technical training environment.
- e. Possess experience with the design and production of interactive multimedia instruction.
- f. Possess experience with the video production process.

Instructor Shift Leads.

- a. Possess an Associate Degree in Computer Science, Networking or related field, or hold a current industry certification (CCNA, CISSP, MCP, MSCE, CompTIA Net+, etc.)
- b. Have a minimum of 3-5 years' supervisory experience in TRADOC institutional training, other technical military training programs, or vocational/ technical training environment.
- c. Possess at least 3 years' experience as an instructor of adult learners in a related technical field
- d. Possess SCTC Certification.
- e. Possess current Army Basic Instructor Course (ABIC) certification or equivalent (i.e., Navy, Air Force or Marine). May also be required to possess or obtain and maintain Small Group Instructor Course (SGITC) Certification for RNCOA, Warrant Officer, and Officer training requirements.

Training Support Lead.

- a. Possess a Bachelor's degree that contained or was supplemented by coursework in educational evaluation or equivalent work experience
- b. Have a minimum of 3-5 years' supervisory experience in TRADOC institutional training, other military training programs, or vocation/ technical training environments that includes experience in project management, test control, academic policies, training evaluation, and test item analysis
- c. Possess SCTC Certification

Training Development Lead.

- a. Possess a minimum Bachelor's Degree in Instructional design, Instructional technology with a minimum of 3 years' experience in instructional design.
- b. Possess 5 years' experience in Multimedia Design, Interactive Multimedia Instruction development, and the development of mobile and web based learning products Have a minimum of 5 years' experience in TRADOC institutional training, technical, or military training programs.

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- c. Be certified in the Army Basic Instructor Course (or equivalent Air Force, Marine or Navy Instructor Course).
- d. Possess SCTC Certification.

Instructors.

- a. Possess Composite Risk Management (CRM) certification.
- b. Possess a Computer Science or Information Technology Degree, or certificate of completion for Army MOS 255N, 25W, 25A, 25G, 25B, 25N, 25Q, 25U or hold at least one (1) current commercial certification in the following areas:
  - CCAI Instructors
  - CCNA Routing and Switches, Voice, or Wireless
  - CCNA Voice
  - CCNP
  - CCNP Switch
  - Microsoft MCP, MCSA, or MCSE
  - CompTIA Net+, or Security+
  - Certified Information Security Professional (CISSP)
  - VMware Certified Professional
- c. Be proponent certified in the course(s) they are teaching.
- d. Have knowledge of simulations and CBTs as well as the ability to write scripts and storyboards for training videos.

Lead Instructional Designers.

- a. Possess a Master's in Instructional Design, Education, or a related field.
- b. Be trained and proficient in the use of the customer's database of record for storing training data currently Training Development Capability (TDC). TDC is the primary automated system used by TRADOC schools and centers to create, edit, and manage all training and educational products that support both the institutional and operational forces.
- c. Demonstrate a working knowledge of the ADDIE development process within a TRADOC organization.

Instructional Designers.

- a. Possess a Bachelor's Degree in Instructional Design or a related field or formal training or Certification in Instructional Design.
- b. Be trained and proficient in the use of the customer's database of record for storing training data (currently TDC).
- c. Possess 1-3 years' experience in using the ADDIE development process within a TRADOC organization.

**Advanced Extreme High Frequency (AEHF) Mission Planning Element (MPE) Course.** AEHF instructors must be Subject Matter Experts (SMEs) in AEHF Mission Planning using the AN/PYQ-14 Planning Tool, certified and qualified instructors IAW Department of Training (DOT) Fort Gordon policies, have and maintain a Secret Clearance.

Instructor/Writer.

- a. Be a graduate of a Department of Defense (DOD) Instructor Qualification Military Instructor Course. The Army Basic Instructors Course Version 3 (ABIC V3) and Support Cadre Training Course (SCTC) is mandatory to instruct on Fort Gordon
- b. Have at least (2) two years of military platform (instructor) experience.

- c. Be computer literate (Have a working knowledge of Microsoft Office applications Word, Power Point, Excel).
- d. Be capable of planning, coordinating analysis, design, development, and evaluation of technical MOS training and training materials (Slides, Lesson Plans, Quizzes and Test).
- e. Possess clear, competent technical writing skills.
- f. Have at least 5-7 years of experience in satellite communications systems.
- g. Instructor/Writers shall possess the knowledge, skills and abilities that will enable them to immediately perform the duties listed in the PWS.
- h. Be able to obtain a courier card to transport classified materials and equipment.

**Cyber CoE Doctrine Support for Signal, Cyber, and Electronic Warfare.**

Doctrine Writer Team Lead:

- a. Have a Bachelor's degree in information technology or information systems related fields, or have a combined minimum of three years of experience writing doctrine, technical manuals, or CATS.
- b. Have a minimum of ten years of experience and knowledge in Signal, Cyberspace, or electronic warfare at all echelons on the battlefield.
- c. Have a minimum of three years of experience and knowledge in the capabilities and limitations of applicable computer software programs from Microsoft (Word, Excel, Access, and PowerPoint).
- d. Have experience and knowledge of military documentation process, capability development process or requirements determination process.
- e. Be capable of supporting extended travel requirements as the CCoE doctrine representative in the continental United States (CONUS) or the purpose of collecting, analyzing information and observations derived from both actual military (i.e. combat, peacekeeping, training) operations and CTC operations, with the express purpose of developing lessons and best practices and TTPs.
- f. Have experience and knowledge to coordinate and collaborate with Army proponents, units, the DA Staff and other DOTMLPF responsible agents to facilitate timely analysis and solution development on emerging lessons learned issues by assisting responsible proponents.

Doctrine Writers:

- a. Have a Bachelor's degree in information technology or information systems related fields, or have a combined minimum of three years of experience writing doctrine, technical manuals, or CATS.
- b. Have a minimum of ten years of experience and knowledge in Signal, Cyberspace, or electronic warfare at all echelons on the battlefield.
- c. Have a minimum of three years of experience and knowledge in the capabilities and limitations of applicable computer software programs from Microsoft (Word, Excel, Access, and PowerPoint).
- d. Have experience and knowledge of military documentation process, capability development process or requirements determination process.
- e. Be capable of supporting extended travel requirements as the CCoE doctrine representative in the continental United States (CONUS) for the purpose of collecting, analyzing information and observations derived from both actual military (i.e. combat, peacekeeping, training) operations and CTC operations, with the express purpose of developing lessons and best practices and TTPs.
- f. Have experience and knowledge to coordinate and collaborate with Army proponents, units, the DA Staff and other DOTMLPF responsible agents to facilitate timely analysis and solution development on emerging lessons learned issues by assisting responsible proponents.

Doctrine Editor:

- a. Have a Bachelor's degree in information technology or information systems related fields, or have a combined minimum of three years of experience writing doctrine, technical manuals, or CATS.
- b. Have a minimum of ten years of experience and knowledge in Signal, Cyberspace, or electronic warfare at all echelons on the battlefield.
- c. Have a minimum of three years of experience and knowledge in the capabilities and limitations of applicable computer software programs from Microsoft (Word, Excel, Access, and PowerPoint).
- d. Have experience and knowledge of military documentation process, capability development process or requirements determination process.
- e. Be capable of supporting extended travel requirements as the CCoE doctrine representative in the continental United States (CONUS) for the purpose of collecting, analyzing information and observations derived from both actual military (i.e. combat, peacekeeping, training) operations and CTC operations, with the express purpose of developing lessons and best practices and TTPs.
- f. Have experience and knowledge to coordinate and collaborate with Army proponents, units, the DA Staff and other DOTMLPF responsible agents to facilitate timely analysis and solution development on emerging lessons learned issues by assisting responsible proponents.

Operations Specialist

- a. Have a minimum of two years' experience as an administrator/coordinator during two (2) of the preceding three (3) years.
- b. Possess skills/knowledge of using a calculator to compute funding requirements, workload data and TDY travel costs
- c. Have a working knowledge of Microsoft Office suite of software products and knowledge management applications i.e. SharePoint
- d. Possess at a minimum a technical or business certificate in administrative services or related field.
- e. Have a minimum of three years of experience working with software programs from Microsoft (Word, Excel, Access, PowerPoint, and SharePoint).
- f. Have experience and knowledge of the military documentation process, capability development process or requirements determination process.