

**PERFORMANCE BASED CONTRACTING TEMPLATE
HELP DESK**

Desired Outcomes <i>(What do we want to accomplish as the end result of this contract?)</i>	Required Service <i>(What task must be accomplished to give us the desired result?)</i>	Performance Standard <i>(What should the standards for completeness, reliability, accuracy, timeliness, quality and/or cost be?)</i>	Acceptable Quality Level (AQL) <i>(How much error will we accept?)</i>	Monitoring Method <i>(How will we determine that success has been achieved?)</i>	Incentives/ Disincentives for Meeting or Not Meeting the Performance Standards <i>(What carrot or stick will best reward good performance or punish poor performance?)</i>
1) Customers calling the help desk shall be able to contact a support staff member from 8:00 a.m. to 5:00 p.m., M-F	The help desk shall be adequately staffed, with a sufficient number of incoming lines to handle potential trouble calls.	99% of calls are answered on the customer's first attempt.	99% of calls are answered on the customer's first attempt.	Survey customers and evaluate feedback. Inspect call logs. (Trend analysis.)	+/- .5% of total monthly price.
2) Calls are answered promptly by help desk personnel.	The help desk shall be adequately staffed, with a sufficient number of incoming lines to handle potential trouble calls.	Calls are answered within 20 seconds or a voice mail can be left; calls shall be returned within one hour of receipt.	Calls are answered within 30 seconds or a voice mail can be left; calls shall be returned within 30 mins. for L1 customers and 60 mins. for L2 customers.	Random sampling of call activity logs, showing time of receipt of call and call return time. Random surveillance of actual operations. (Trend analysis.)	+/- .5% of total monthly price
3) Time to resolve customer problem or answer question is as short as possible; the need to dispatch personnel is minimized.	Time to resolve problems/answer questions is within the time frames set forth in the SOW or in the Service Level Agreement (SLA).	96% of calls received are resolved within 1 business day.	96% of calls received are resolved within 1 business day.	Random sampling of call activity logs, showing time of receipt of call and closeout of trouble tickets. (Trend analysis.)	+/- 1% of total monthly price

4) Help desk personnel are courteous and efficient.	Personnel answering telephones shall be courteous and shall accurately and efficiently log in all incoming calls.	No more than 2 complaints are made per month regarding courtesy and/or lost/late messages.	No more than 2 complaints are made per month regarding courtesy and/or lost/late messages.	Sample/test calls will be made to the Help Desk; customer surveys; complaints will be investigated and resolved within 1 week of filing.	+/- .5% of total monthly price
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All incentives shall be paid/deducted on a quarterly basis.

**PERFORMANCE BASED CONTRACTING TEMPLATE
SEAT MANAGEMENT**

Desired Outcomes <i>(What do we want to accomplish as the end result of this contract?)</i>	Required Service <i>(What task must be accomplished to give us the desired result?)</i>	Performance Standard <i>(What should the standards for completeness, reliability, accuracy, timeliness, quality and/or cost be?)</i>	Monitoring Method <i>(How will we determine that success has been achieved?)</i>	Incentives/Disincentives for Meeting or Not Meeting the Performance Standards <i>(What carrot or stick will best reward good performance or punish poor performance?)</i>
1) Users shall have access to all desktop computing functions, as needed.	Desktop systems/networks shall be available to all users M-F, 6a.m. till 10p.m.	99% availability, as described herein.	Inspect call logs for trouble calls.	+/- 1% of total monthly price. Performance=actual availability/ target availability (16X5)
2) Sufficient numbers of staff members are available to resolve day-to-day issues.	The Contractor shall provide qualified employees to adequately staff the program.	Average staffing levels shall not fall below 90% on any task order.	Invoices, reports, and other records will be reviewed to determine staffing levels on a monthly basis.	+/- .5% of total task order price, for each variance +/-5% (reflects positive and negative incentive) from standard.
3) Moves, adds, and changes shall be accomplished as efficiently as possible.	Requests for moves, adds, and/or changes shall be completed within 5 workdays after receipt of request.	98% of requests are completed within 5 workdays.	Random sampling of request for service (i.e., RISS) logs, completed work tickets, and customer interviews.	+/- 1% of total monthly price for each +/-1% variance from standard.
4) Customer problems shall be resolved as quickly and efficiently as possible.	Requests for service shall be efficiently logged and tracked, and the customer shall be notified as to the expected completion time.	98% of calls are resolved within same business day.	Trouble tracking system will be reviewed, noting how request arrived (e-mail, phone), time arrived, and date/time completed; random sampling of customers.	+/- 1% of total monthly price for each variance of +/-1% variance from standard.

<p>5) Maintenance response and repair times shall be met, as specified.</p>	<p>For L1 customers, system/network services shall be restored within 2 hours of receipt of notification; for L2 customers, service shall be restored within 4 hours.</p>	<p>For all customers, 98% of service equipment is restored to service within the stated times.</p>	<p>Trouble tracking system will be reviewed, noting time arrived, and date/time completed; random sampling of customers.</p>	<p>+/- 1% of total monthly price for each variance of +/-1% variance from standard.</p>
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**PERFORMANCE BASED CONTRACTING TEMPLATE
SYSTEMS INTEGRATION**

Desired Outcomes <i>(What do we want to accomplish as the end result of this contract?)</i>	Required Service <i>(What task must be accomplished to give us the desired result?)</i>	Performance Standard <i>(What should the standards for completeness, reliability, accuracy, timeliness, quality and/or cost be?)</i>	Monitoring Method <i>(How will we determine that success has been achieved?)</i>	Incentives/Disincentives for Meeting or Not Meeting the Performance Standards <i>(What carrot or stick will best reward good performance or punish poor performance?)</i>
1) Operational parameters as set forth in the SOW and/or IT architecture standards are met.	Using the specified office suite/software load and hardware profile, system performance meets the requirements set forth in the contract.	Using a standard performance testing package, each desktop system installed performs at the levels stated in the SOW.	Inspect call logs for trouble calls. Review test results.	+/- 1% of total monthly price. Performance=actual availability/ target availability (16X5)
2) Components installed are compatible and interoperable.	Use of all hardware and software components on the network is seamless.	Average staffing levels shall not fall below 90% on any task order.	Invoices, reports, and other records will be reviewed to determine staffing levels on a monthly basis.	+/- .5% of total task order price, for each variance +/-5% (reflects positive and negative incentive) from standard.
3) Systems installed are reliable, available, and maintainable.	Requests for moves, adds, and/or changes shall be completed within 5 workdays after receipt of request.	98% of requests are completed within 5 workdays.	Random sampling of request for service (i.e., RISS) logs, completed work tickets, and customer interviews.	+/- 1% of total monthly price for each +/-1% variance from standard.

4) Systems installed allow for growth potential, both in terms of adding users and upgrading hardware and/or software.	Requests for service shall be efficiently logged and tracked, and the customer shall be notified as to the expected completion time.	98% of calls are resolved within same business day.	Trouble tracking system will be reviewed, noting how request arrived (e-mail, phone), time arrived, and date/time completed; random sampling of customers.	+/- 1% of total monthly price for each variance of +/-1% variance from standard.
5) Existing software, files, and/or databases are successfully transferred to the new system.	Data in existing files shall be transferred to the new system(s) with minimal loss of productivity and data.	95% of data transferred to new system suffers no conversion errors and is usable when new systems are made available.	User complaints/trouble tracking will be reviewed, noting errors due to data conversion, improper software function, programming problems, and/or user inexperience.	+/- .5% of total monthly price for each variance of +/- .5% variance from standard.
6) Systems installed are easy to use, easy to learn, and add to user efficiency and customer satisfaction.	New hardware and/or software shall be installed with minimal downtime.	98% of systems installed operate properly, with no programming, installation or integration problems.	User complaints/trouble tracking will be reviewed, noting system or software failures and/or problems; random sampling of customers.	+/- .5% of total monthly price for each variance of +/- .5% variance from standard.
7) Systems installed meet the specified security and vulnerability standards; system backup and disaster recovery plans comply with the SOW and PDD-63.	New systems/LANs shall protect information, provide system protection and shall be able to survive potential threats; the backup and recovery plans delivered are acceptable.	100% of systems tested meet all stated security requirements; no security breaches are detected.	Random system/network tests will be conducted using standard testing techniques.	For each percent less than 100, a corresponding amount of payment shall be withheld until compliance is achieved.

**PERFORMANCE BASED CONTRACTING TEMPLATE
SOFTWARE DEVELOPMENT**

Desired Outcomes <i>(What do we want to accomplish as the end result of this contract?)</i>	Required Service <i>(What task must be accomplished to give us the desired result?)</i>	Performance Standard <i>(What should the standards for completeness, reliability, accuracy, timeliness, quality and/or cost be?)</i>	Monitoring Method <i>(How will we determine that success has been achieved?)</i>	Incentives/Disincentives for Meeting or Not Meeting the Performance Standards <i>(What carrot or stick will best reward good performance or punish poor performance?)</i>
1) Enterprise architecture standards shall be met, along with functional requirements. A successful operational capability demonstration (OCD) will be performed prior to full implementation.	All functional requirements shall be met; software delivered shall comply with enterprise architecture standards, including security.	All architectural requirements shall be met. Functional requirements shall be prioritized to allow for not more than 1% deviation for each requirement. OCD results will be analyzed in accordance with the QAP.	Review OCD test results and analyses to ensure that required functionality is provided. Obtain and analyze user feedback. Review documentation for enterprise architecture compliance.	Full payment for 100% compliance. If provided for in the contract, payment less than 100% may be made for less than full compliance if less than full functionality is accepted.
2) User guides and other documentation provided are accurate, complete, and easy to use.	Documentation shall meet agency requirements for accuracy, completeness, and ease of use.	95% of the documentation provided meets the stated standards.	Review documentation via independent verification and validation (IV&V) to ensure functions and operations are properly documented. Survey system administrator(s) for ease of use.	For each percent in excess of 95, the contractor shall receive an extension of the software support agreement for an additional 3-month period.
3) Interfaces with all system components are fully functional and seamless to the users.	Software provided shall be fully compatible with and integrated into the existing LAN and software suite.	100% compliance is required for customer satisfaction, performance, and utility.	Review system administration logs, noting any service interruptions; contact users ; conduct independent verification and validation (IV&V) tests using commercial performance tests.	Full payment shall be made for 100% compliance. Additional fees may be awarded if the contractor successfully re-engineers interfaces and improves baseline performance.
4) Software capable of	Delivery dates set forth in	The stated delivery date	100% inspection.	For each week ahead of

performing the requisite functions shall be delivered in accordance with the stated schedule, including shorter-term milestones.	the contract are met or exceeded.	shall be met unless the Government and the Contractor agree to a new completion date.		schedule the software and documentation are delivered, the contractor shall receive an additional fee of .5%. No additional fee will be paid for non-conforming deliverables.
5) All users and system administrators shall receive training appropriate for their intended use of the new software.	Data in existing files shall be transferred to the new system(s) with minimal loss of productivity and data.	95% of data transferred to new system suffers no conversion errors and is usable when new systems are made available.	Review user complaints/trouble tracking, noting errors due to data conversion, improper software function, programming problems, and/or user inexperience.	+/- .5% of total monthly price for each variance of +/- .5% variance from standard.
6) Training provided is appropriate for the users' needs, ranging from desktop users to system administrators.	Upon completion of training, each user is able to function at not less than an 85% level. (Full proficiency requires actual hands-on experience.)	75% of users trained can perform at the 85% proficiency level.	User surveys; proficiency tests; validated calls to and response by system administrators; audit of training course(s) by program manager.	Training class pricing may be adjusted by a percentage proportional to the stated performance standard. Maximum price paid shall be the CLIN price; minimum price shall be 75% of the CLIN price.

**PERFORMANCE BASED CONTRACTING TEMPLATE
SYSTEM DESIGN/BUSINESS PROCESS RE-ENGINEERING**

Desired Outcomes <i>(What do we want to accomplish as the end result of this contract?)</i>	Required Service <i>(What task must be accomplished to give us the desired result?)</i>	Performance Standard <i>(What should the standards for completeness, reliability, accuracy, timeliness, quality and/or cost be?)</i>	Monitoring Method <i>(How will we determine that success has been achieved?)</i>	Incentives/Disincentives for Meeting or Not Meeting the Performance Standards <i>(What carrot or stick will best reward good performance or punish poor performance?)</i>
<p>1) The contractor shall have a thorough understanding of the business process requiring re-design.</p>	<p>Key program managers will be interviewed, system inputs and outputs analyzed, commercial practices shall be analyzed, so the Contractor can present the current process and recommend a re-designed process.</p>	<p>All architectural, security, system and cost restraints shall be analyzed; the contractor shall present an accurate representation of the current system status, both narratively and via graphic depictions. Both shall demonstrate a complete understanding of current status and desired goal.</p>	<p>Reports shall be analyzed by all major stakeholders in the process, including security experts and a sampling of internal and external customers.</p>	<p>Share-in-savings program (negotiated prior to contract award). Contractor shall be paid according to a negotiated payment plan; share-in-savings shall be calculated one year after initial implementation.</p>
<p>2) The Contractor shall take the 20 systems now operating in the program organization(s) and provide for interoperability and reduced operational costs.</p>	<p>Separate and disparate software programs shall be migrated to a single hardware platform, utilizing the agency's enterprise architecture standards and a front-end "wizard."</p>	<p>Original functionality designated as critical by the Government is maintained at the 100% level. Non-critical functionality is provided at not less than a 90% level. All major stakeholders can access requisite data.</p>	<p>Interview users (random sampling); IV&V testing of core functionality; review system logs for usage levels, access to data, and system performance.</p>	<p>Share-in-savings program (negotiated prior to contract award). Contractor shall be paid according to a negotiated payment plan; share-in-savings shall be calculated one year after initial implementation.</p>

<p>3) All phases of the project are completed on time.</p>	<p>Delivery of interim reports, recommendations, designs, installations, and implementations are all completed on time.</p>	<p>100% compliance is required. Early or late delivery shall impact the share-in-savings plan, as negotiated.</p>	<p>Periodic reviews of work-in-progress; 100% inspection of all deliverables by all major stakeholders.</p>	<p>Share-in-savings program (negotiated prior to contract award). Contractor shall be paid according to a negotiated payment plan; share-in-savings shall be calculated one year after initial implementation.</p>
<p>4) During the implementation phase, parallel systems are required; the newly designed system shall run in a test bed environment for a minimum of 6 months.</p>	<p>Processing response time shall be maintained on the legacy system and improved on the new system; the legacy system shall be properly maintained in order to make a smooth transition to the new system.</p>	<p>Data shall be 100% accurate; processing speeds (transactions per second) shall be not less than baseline (e.g., initial) processing times.</p>	<p>Measure baseline processing speeds; measure throughput times on newly designed system; conduct customer interviews to determine ease of use, and functional performance.</p>	<p>Share-in-savings program (negotiated prior to contract award). Contractor shall be paid according to a negotiated payment plan; share-in-savings shall be calculated one year after initial implementation.</p>
<p>5) Training provided is appropriate for the users' needs, ranging from desktop users to system administrators.</p>	<p>Upon completion of training, each user is able to function at not less than an 85% level. (Full proficiency requires actual hands-on experience.)</p>	<p>75% of users trained can perform at the 85% proficiency level.</p>	<p>User surveys; proficiency tests; validated calls to and response by system administrators; audit of training course(s) by program manager.</p>	<p>Training class pricing may be adjusted by a percentage proportional to the stated performance standard. Maximum price paid shall be the CLIN price; minimum price shall be 75% of the CLIN price.</p>

QUALITY ASSURANCE PLAN
Contract No. T-99-0001
Seat Management Services

I. **Objective:** The purpose of this plan is to provide a quality surveillance plan for seat management services performed at the Department of the Treasury. This plan provides a basis for the Contracting Officer's Technical Representative (COTR) to evaluate the quality of the Contractor's performance. The oversight provided for in the contract and in this plan will help to ensure that service levels reach and maintain the required levels throughout the contract term. Further, this plan provides the COTR with a proactive way to avoid unacceptable or deficient performance, and provides verifiable input for the required annual past performance evaluations.

II. **Performance Standards:**

A. **Quality Level:** By monitoring the Contractor, the COTR will determine whether the performance levels set forth in the contract have been attained. Quality standards (i.e., performance standards) for all tasks are specified in the Performance Work Statement (PWS), Sections XX and XXX/

B. **Frequency:** Prior to contract award, the COTR will evaluate the current levels of performance, according to the standards set forth in this contract. During performance of this contract, the COTR will take periodic measurements (i.e., conduct surveillance), as specified, and will analyze whether the negotiated frequency of measurement is appropriate for the work being performed. Adjustments may only be made by a modification to the contract.

C. **Management Responsiveness:** The COTR will determine whether the Contractor has managed the contract effectively and efficiently, with successful and timely response to help desk/service calls, special requirements, technology refreshment, configuration management, etc., as specified in the quality standards set forth in Section XXX of the PWS. The COTR will confirm whether the Contractor has satisfactorily met all reporting requirements, including subcontracting reports when applicable.

III. **Evaluation Methods:** The COTR will conduct performance evaluations based upon Section II above and the required performance levels set forth in the contract. The following techniques will be used to perform surveillance:

A. **Random Call Log Inspections.** The COTR will perform random checks of the call log at least once per week. Customers will be contacted for feedback on Contractor performance, and data will be collected as described in the contract. Issues that are targeted by customer feedback or complaints will be closely monitored and tracked until resolved. Any discrepancies noted in the call logs and customer feedback will be discussed with the Contractor as soon as practicable. Results of these meetings shall be documented by the COTR, along with the COTR's other findings.

B. Network Performance Report. The COTR will review performance records of the local/wide area networks to ensure that the required availability has been provided. Outages, problems, repairs, resolutions, etc. shall be noted and availability calculated as stated in the contract. Results shall be shared with the contracting officer.

C. Service Level Monitoring. The Contractor is required to provide sufficient qualified personnel to maintain system availability, resolve problems, and keep operations running as smoothly as possible. Customer feedback will be sought and trouble-call logs shall be reviewed to ensure that reported problems are resolved as quickly and efficiently as possible. Further, the COTR will review measures taken by the Contractor to keep all customers informed of situations that may affect performance of their desktop computers or other network applications. It is essential that effective communications take place to ensure a high level of customer satisfaction.

PERFORMANCE-BASED SERVICE CONTRACTING

TABLE OF CONTENTS FOR PWS

1. BACKGROUND: Describe the need for the goods or services, the current environment, and the office's mission as it relates to this requirement. Provide a brief description/summary of the goods or services sought.
2. SCOPE: Include a high-level view of the procurement, its objectives, size, and projected outcomes. Do not include *anything* that won't contribute to the expected result. Do include impacts/implications.
3. APPLICABLE DOCUMENTS: List legal, regulatory, policy, security, etc. documents that are relevant. Include publication number, title, version, date, where the document can be obtained, etc. If only certain portions of documents apply, so state.
4. SUMMARY OF REQUIREMENTS: This is the heart of the PWS. Include the expected outputs/outcomes. (See the Templates in Attachments 1-5 for examples; this section, combined with no. 6 below, comprises the information needed for the templates.)
5. DELIVERABLES: List all outputs/outcomes with specific due dates or time frames. Include media type, quantity, and delivery point(s).
6. QUALITY ASSURANCE PLAN: This portion of the PWS explains to the vendor what the Government's expectations are, how (and how often) deliverables or services will be monitored and evaluated, and incentives that encourage the contractor to exceed the performance standards (See Templates) and that reduce payment or impose other negative incentives when the outputs/outcomes are below the performance standards.

SAMPLE CUSTOMER FEEDBACK FORMS

Sample 1 – Seat Management

Seat Management Technical Response Form

Technician: _____ Date: _____ Time In: _____ Time Out: _____

Ticket # _____ Customer Name _____ Location/Phone _____

We have done the following:
 Updated software Preventive Maintenance Solved Problem

Comment:

Work is complete. Work is incomplete. We will return on __/__/__ at __:__:__ to:

System was password protected. Parts are on order. User was not here. Please call _____ to reschedule.

Customer Signature _____ Technician Signature _____

Customer Satisfaction Survey

Name: _____ Phone No. _____

Ticket # _____

On a scale from 1 to 5, where 5 is COMPLETELY SATISFIED and 1 is COMPLETELY DISSATISFIED, please rate the service you received.

CATEGORY	Help Desk Call					Deskside Visit				
	5	4	3	2	1	5	4	3	2	1
Overall service you received at Help Desk										
Overall service you received Deskside										
Accuracy, completeness of technical information										
Product knowledge										
Courtesy and professionalism										
Availability of resources to complete service request										
Timeliness of response										
Satisfaction level regarding your service request										

Submit to (Name, location) as quickly as possible.

Sample 2 – System Administration
(Planned Sampling)

TALLY CHECKLIST

Time/Date of Inspection	Inspected Item	Inspector	Findings
1/15/01	Log Book	COTR	302 trouble calls logged; 278 resolved within time frame allowed (92%).
1/15/01	Customer Survey Cards	COTR	283 surveys received (no evidence of follow-up by KTR); average rating = 3.7
1/30/01	Log Book	COTR	472 trouble calls logged; 427 resolved within time frame allowed (90%)