

### **3.3 Service Groups**

The contractor shall provide services, labor categories, and solutions necessary to fulfill the scope of one or more of the following groups:

#### **3.3.1 Group 1 – Management, Oversight and Improvement**

The contractor shall provide services as they relate to program and project management, strategic planning and performance measurement, quality measurement, business process reengineering, business process improvement, business process management, and change management and transition, as outlined below.

##### **3.3.1.1 Program and Project Management**

The contractor shall provide support to assist the Government in implementing disciplined, comprehensive, and flexible program and project management processes, including monitoring of project metrics, rigorous risk management, and prompt reporting on Government-approved cost, schedule, performance, and risk baseline. The contractor shall also assist in the development of procurement request packages, including statements of work and cost estimates.

##### **3.3.1.2 Strategic Planning**

The contractor shall provide support of strategic planning, including development of strategic goals, objectives, strategies, performance measures, targets, improved programmatic outcomes, and linkages to programming, budgeting and evaluations.

##### **3.3.1.3 Performance Measurement**

The contractor shall provide support of strategic performance measurement development, including improved linkage between VA-wide strategic planning and goals and VA programmatic outcomes; and implementation of the Government Performance and Results Act (GPRA) Modernization Act (GPRAMA).

##### **3.3.1.4 Business Process Reengineering, Improvement and Management**

The contractor shall conduct studies in support of system redesign and business process reengineering, improvement and management. The contractor shall develop and execute implementation plans and support the process of implementing and sustaining improvements.

##### **3.3.1.5 Change Management and Transition**

The contractor shall support all activities associated with organizational change, including transition management, implementation of major initiatives, communications associated with major initiatives, risk assessment, stakeholder engagement, organizational transformation, and culture change.

##### **3.3.1.6 Quality Measurement**

The contractor shall provide support of quality management systems, tools, and techniques to help organizations transform, including, Lean Six Sigma (LSS), ISO 9000/9001, and the Malcolm Baldrige Quality Award criteria.

#### 3.3.1.7 Data Governance

The contractor shall support in the management of the availability, usability, integrity, and security of the VA's data. Services may include consultations, and process improvements.

### **3.3.2 Group 2 – Analyses**

The contractor shall provide services as they related to studies and analyses and information and records management, as outlined below.

#### 3.3.2.1 Studies/Surveys

The contractor shall provide studies as they relate to staffing, evaluation, human resources, organization, leadership, efficiency, effectiveness, gap analyses, organization development, and emergency preparedness. These services may include management analyses, including organizational studies that specifically assess and analyze current organization states and management systems and perform gap analyses of differences between current and targeted states, including findings and recommendations, return of investment analysis conducting surveys, focus groups, and other accepted techniques for data collection in support of organization studies that specifically assess and analyze current organization states and management systems.

#### 3.3.2.2 Statistical and Actuarial Analysis

The contractor shall evaluate, recommend, design, and develop solutions to compile, evaluate, analyze, control, secure, and disseminate timely, relevant, objective, and accurate data and information to VA and VA stakeholders, including web-based designs, operational systems, document storage, applications, models, and assessment of existing legacy systems.

#### 3.3.2.3 Management Analysis

The contractor shall conduct organizational studies and evaluations, design systems and procedures, conduct work simplification and measurement studies, and prepare operations and procedures manuals to assist management in operating more efficiently and effectively.

#### 3.3.2.4 Records Information Management

The contractor shall conduct the proper practice of life cycle managing and editing the records of a VA entity. These services may include the digitization of hard records to electronic media, disposition of records, and storage of records in accordance with specific regulations.

#### 3.3.2.5 Financial and Business Performance Auditing

The contractor shall conduct independent audits of designated programs and financial services to ensure compliance of applicable laws and statutes for various VA entities. These services may include pre-audit activities to ensure compliance, adherence to Generally Accepted Governmental Auditing Standards (GAGAS), and attestation engagements.

### **3.3.4 Group 3 – Training**

The contractor shall design, conduct, and evaluate training in support of projects and programs.

#### **3.3.3.1 Training Development**

The contractor shall create training in various mediums for delivery to assigned staff for training.

#### **3.3.3.2 Training Delivery**

The contractor shall provide delivery of training in various formats to include: face to face, online, or hybrid formats.

### **3.3.4 Group 4 – Outreach**

The contractor shall provide services as they relate to outreach, promotional materials, and advertising.

#### **3.3.4.1 Advertising Services**

The contractor shall develop materials to promote the public and private awareness of the Veteran's Affairs mission, goals, initiatives and objectives to ensure complete understanding of the complex and technical aspects of the VA. Services may include the following components: advertising objective determination, message decision / creation, media selection, outdoor marketing and media services, broadcast media (radio, TV and public service announcements), direct mail services, media planning, media placement services, advertising evaluation, and related activities to advertising services.

#### **3.3.4.2 Media Buying**

The contractor shall assist in the procurement of advertising and outreach activities that can be in the form of television stations time, periodicals ads, internet advertisement, and etc. for the VA. The contractor shall provide support in negotiating media in accordance with research and analysis and purchasing paid advertising to impact targeted audiences; generating excitement and awareness of VA benefits and services.

#### **3.3.4.3 Public Relations Services/Outreach**

The contractor shall assist in the strategic communication plan that builds beneficial relationships between the VA, the public, and other entities. The Contractor shall provide support to assist in developing plans for various Department-wide outreach campaigns and recommending the most effective way of communicating a message in print, electronic format, or both, including social media and web-based outreach.

#### **3.3.4.4 Conference, Events, and Tradeshow Planning Services**

The contractor shall develop and support the VA in preparation of conference, seminars, events and tradeshow planning services by providing materials that can be presented and/or provided to participants of these events. Services may include the following components for a show, event and/or booth: project management, coordination and implementation of third party

participation, collection management of third party payment for participation, liaison support with venue, audiovisual and information technology support, topic and speaker identification, site location research, reservation of facilities, on-site meeting and registration support, editorial services, automation and telecommunications support, design and editing productions; and mailing and other communication with attendees including pre/post meeting mailings/travel support and computer database creation.

#### 3.3.4.5 Promotional Materials

The contractor shall develop promotional materials in multiple medium. This type of medium can include pamphlets, posters, brochures, and etc. Services may include the following components: developing conceptual design and layouts, providing copywriting and technical writing services, creating sketches, drawings, publication designs, and typographic layouts; and furnishing custom or stock artwork (including electronic artwork).

#### 3.3.4.6 Video/Film Production

The contractor shall develop video and/or film materials in multiple mediums to include digital media for the use by the VA. Services may include final editing, copyrights and editing to fit various formats, i.e. High-Definition, streaming, Moving Picture Experts Group (MPEG), etc.

#### 3.3.4.7 Graphics Design

The contractor shall support in the development of visual communication through the use of photography, illustration, visual arts, page layout, etc. Services may include logo design, periodical design, web design, and signage.

### **3.3.5 Group 5 – Supply Chain**

The contractor shall provide services as they relate to the discipline of supply chain management concepts to include process improvement, cold chain management, delivery and storage of goods, and cost benefit analytical studies.

#### 3.3.5.1 Supply Chain Analysis

The contractor shall provide support in the analysis of supply chain efficiency and improvement measures. The services include all phases of planning, acquisition and management of logistics systems. These services may include planning, acquisition, design, development, testing, production, fielding, management, operation, maintenance, sustainment, improvement, modification and disposal.

#### 3.3.5.2 Supply Chain Management

The contractor shall provide support in the management and analysis of the system of the VA, personnel, and resources involved in the moving and procurement of supplies from the supplier to the VA. These activities may include analysis of the transformation of raw materials to the finished product, the coordination and collaboration with channel partners, and responsibility for linking business functions and processes.

#### 3.3.5.3 Supply Chain Planning

The contractor shall provide support in the process of predicting future requirements to balance supply and demand of the VA. Services may include the analysis of supply stock, future forecast, etc.

#### 3.3.5.4 Inventory Management and Operation

The contractor shall provide support in the practice of overseeing and controlling the systemic ordering, storage and use of resources in stock of supplies and inventory for the VA. These activities may include the analysis of mitigating risks to increase value from the vendors used in the procurement process, cost control processes, and analysis of quality measurements of consumables, expendables, and supplies.

#### 3.3.5.5 Supply Chain Optimization

The contractor shall provide support in the analytical study of identifying efficiencies or lack of efficiencies in the supply chain of the VA. Services may include providing consultation on process improvements of the supply chain, presentation of best practices by industry, quality management and assessment of supply chain.

### **3.3.6 Group 6 – Human Resources and Staffing**

The contractor shall provide human resources and staffing solutions as they relate to the development of position descriptions, manpower surveys, personnel record transactions in the support of human capital management.

#### 3.3.6.1 Performance Development Planning

The contractor shall provide support in the development of position description and qualification documents for human resource activities to include document generation for hiring officials and amendments to position description and responsibility documents, by utilizing Office of Personnel Management (OPM) and the Department of Veterans Affairs policies. Services may include providing position descriptions, levels of performance by experience matrices, and performance metrics.

#### 3.3.6.2 Human Resources Operations

The contractor shall provide support in the human resources personnel payroll processes. Services may include relaying official job offers once approved in writing by a Federal HR Director or designee, assisting with payroll validation, uploading evaluations, record management, to include SF-50 "Notification of Personnel Action", SF-52 "Request for Personnel Action", VA-3918 "Intra-Agency Transfer Request", VA-4659 "Incentive Awards Recommendation and Approval", and performance management.

#### 3.3.6.3 Manpower Surveys

The contractor shall provide support in the design and analysis of manpower studies for the VA. Services may include assisting in the analysis of labor categories per task, man hours expended per task, and recommendation of human resource allocation.

#### 3.3.6.4 Collective Bargaining Analysis and Assessments

The contractor shall provide support in the creation and evaluation of collective bargaining agreements, standard operating procedures, and other documents deployed for collective bargaining activities.

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