



USPS Enterprise Analytics

FY 2018

**Corporate Reporting
Quarterly Audit/Independent Verification and Validation Plan
Internal Service Performance Measurement**

STATEMENT OF WORK

August 11, 2017



TABLE OF CONTENTS

SECTION 1: INTRODUCTION	3
1.1 BACKGROUND	3
1.2 SCOPE	3
1.3 CONTRACT TYPE (FIRM-FIXED PRICE (FFP) OR TIME AND MATERIALS (T&M))	6
1.4 PERIOD OF PERFORMANCE	6
1.5 PLACE OF PERFORMANCE	6
1.6 SECURITY CLEARANCE	6
SECTION 2: WORK TO BE PERFORMED	7
2.1 GENERAL	7
2.2 TASKS	8
2.2.1 TASK #1: OBTAIN INFORMATION AND REVIEW RESULTS	8
2.2.2 TASK #2: REPORT FINDINGS AND RECOMMENDATIONS	9
SECTION 3: STAFFING AND RESPONSIBILITIES	10
3.1 US POSTAL SERVICE	10
3.1.1 Staffing	10
3.1.2 Responsibilities	10
3.1.3 Time and Deliverable Tracking	10
3.1.4 Postal-Furnished Equipment	10
3.2 SUPPLIERS	11
3.2.1 Staffing	11
3.2.2 Responsibilities	11
3.2.3 Status Reports	11
3.2.4 Program Cost Tracking System (PCTS) – Time and Deliverable Tracking	12
3.2.5 Education and Awareness for Contractors	12
3.2.6 Invoice Process	14
3.2.7 Policies, Processes, and Standards	14
SECTION 4: INSTRUCTION TO RESPONDENTS	18
4.1 INSTRUCTION FOR THE PREPARATION OF PROPOSALS	18
SECTION 5: US POSTAL SERVICE CONTACTS	18
SECTION 6: ADDENDUMS	19
6.1 ADDENDUM A	19
6.2 ADDENDUM B	20
6.3 ADDENDUM C	20

SECTION 1: INTRODUCTION

1.1 Background

The Postal Service developed the Internal Service Performance Measurement (SPM) System to consolidate Commercial Mail and Single-Piece First-Class (SPFC) Mail measurement into a single, internal system. Internal SPM is supported by data feeds from multiple postal systems to store all of the data relevant to the measurement of Market Dominant Products.

The Internal SPM audit/independent verification and validation⁴ shall include these four major tasks:



Audit tasks shall be performed in an iterative process, meaning audit activities within a task may be repeated as new information is made available and throughout the lifecycle of the audit. Likewise, following an audit report, it is likely that revisions may occur to the objectives, metrics, analysis, or reporting tasks based on the findings.

1.2 Scope

The first step in conducting an audit is to confirm the scope and determine the objectives. A solid understanding of the audit's scope and objectives is needed to define and complete the subsequent steps of the audit.

The objectives of this audit are to evaluate the accuracy, reliability, and representativeness of the Internal SPM results. The Government Accountability Office (GAO) published a report on September 30, 2015, entitled *Actions Needed to Make Delivery Performance Information More Complete, Useful and Transparent*¹. In response, the Postal Regulatory Commission issued Order No. 2491² on October 29, 2015, inviting public comment on the quality and completeness of SPM data measured by the USPS. This included a request for a description of potential deficiencies in accuracy, reliability, and representativeness of SPM data.

In PRC Order No. 3490³, published on August 26, 2016, one of the Commission's requirements is to provide information on current methodologies verifying the accuracy,

¹ U.S. Government Accountability Office, *Actions Needed to Make Delivery Performance Information More Complete, Useful and Transparent*, 2015, <http://www.gao.gov/products/GAO-15-756>.

² Postal Regulatory Commission, *Notice Establishing Docket Concerning Service Performance Measurement Data*, 2015, <http://www.prc.gov/dockets/document/93660>.

³ Postal Regulatory Commission, *Order Enhancing Service Performance Reporting Requirements and Closing Docket*, 2016, <http://www.prc.gov/dockets/document/96994>.

⁴ Throughout this SOW, Audit/Independent Verification and Validation are used interchangeably

reliability, and representativeness of SPM data. Furthermore, Order No. 3490 cited stakeholder comments, such as the Public Representative's use of definitions from the *Handbook on Data Quality Assessment Methods and Tools*,⁴ including:

- **Accuracy** - "denotes the closeness of computations of estimates to the 'unknown' exact or true values"
- **Reliability** - defined as "reproducibility and stability (consistency) of the obtained measurement estimates and/or scores"
- **Representativeness** - defined as "how well the sampled data reflects the overall population."

This audit plan addresses these concerns by framing the audit metrics to address accuracy, reliability and representativeness, as detailed below.

In terms of the scope, this audit shall cover specific products, measurement phases, and major components of Internal SPM.

The audit shall include review of measurement results for letters and flats for the following products:

- Domestic First-Class Mail:
 - Single-Piece letters and cards
 - Presort letters and cards
 - Single-Piece and Presort flats
- Standard Mail
 - High Density and Saturation letters
 - High Density and Saturation flats
 - Carrier Route
 - Letters
 - Flats
 - Every Door Direct Mail-Retail flats
- Periodicals
- Package Services
 - Bound Printed Matter flats

Note: Throughout this document, Commercial Mail refers to all of the products listed above excluding Single-Piece First-Class letters, cards and flats.

The audit shall evaluate each of the following phases of internal measurement:

First Mile

The First Mile phase includes the time in collection and from collection of mail to initial automated processing on mail sorting equipment. For mail accepted at retail counters, First Mile is measured from acceptance of mail to initial processing. As part of the measurement process, Postal Service personnel scan mailpieces from randomly selected collection points. They also scan barcodes for pieces with Special Services to accept them at retail counters. First Mile applies only to Single-Piece First-Class Mail (SPFC), which includes Single-Piece First-Class Mail letters and cards, and the portion

⁴ *Id.*, quoting Manfred Ehling and Thomas Körner (eds.), *Handbook on Data Quality Assessment Methods and Tools*, at 9 (Eurostat, 2007).

of First-Class Mail flats which are single-piece.

The audit shall verify whether Internal SPM provides First Mile data that are accurate, reliable, and representative. This shall include a review of requirements, business rules and inputs compared to sampling group inputs, collection point inventory, statistical framework, sampling targets, sampling request generation, scan requests, and actual scan results, among other components. For example, the representativeness of the sampling results shall be reviewed to determine whether there are under-coverage issues and whether a bias may exist. Likewise, First Mile data shall be assessed for reliability, including the manner in which samples are taken throughout each fiscal quarter and an assessment of how proxy data and imputations impact results.

Processing Duration

The Processing Duration phase begins with the determination of “start-the-clock” information for measurement. Input data are used to decide the outcome of new fields for start-the-clock, which include Induction Method, Actual Entry Time, Critical Entry Time, and the Start-the-Clock Date. For SPFC, the calculation of Processing Duration involves the processing of scan records to determine which scan records belong together to form the history of a single-piece of mail, followed by the determinations of similar critical fields required for measurement.

The audit shall verify that the Internal SPM system has adequate processes in place to verify that critical fields have been accurately calculated for both Commercial Mail and SPFC. The audit shall assess whether the processing duration and overall measurement processes yield representative and reliable results. For example, the audit shall evaluate the representativeness of the Processing Duration data by summarizing by product and mail entry type for comparison with the population data from Revenue, Pieces and Weights (RPW). Similarly, the audit organization shall determine if quality controls have been established to confirm that data are stored, associated, aggregated, and excluded according to established business rules and requirements.

Last Mile

The Last Mile phase measures the last leg of mail delivery, from the latest observed processing scan to delivery (or the initial delivery attempt). In Internal SPM, time in Last Mile is estimated by having Postal Service personnel scan mailpieces at randomly selected delivery points.

Similar to plans for First Mile, the audit organization shall assess the accuracy, reliability, and representativeness of Last Mile data and processes. The audit shall verify the processes to validate the quality and accuracy of calculations and data storage for delivery point coverage, sampling targets, sampling request generation, scan request, and actual scan results, among other aspects. For example, the audit shall evaluate whether carrier sampling training procedures and data collection processes provide for accurate measurement results. Likewise, by measuring the Last Mile response rate by postal administrative District, the audit shall evaluate the representativeness and validate whether non-response results are immaterial or may indicate a potential bias based on what was and was not sampled.

Scoring and Reporting

The Internal SPM system calculates service performance estimates and produces reports of market dominant product performance scores.

The audit shall assess whether appropriate processes have been established to produce accurate and reliable data for use in reports. Similarly, by reviewing rules and processes for data exclusions, documentation, and coverage, the audit shall assess the representativeness of the data.

System Controls

Additionally, the audit shall consider how business rules and administrative rights are applied within the internal SPM measurement processes, and shall review the data recording and operating procedures for Postal personnel executing measurement processes. The audit shall evaluate if there are potential risks of manipulation or error due to insufficient restrictions or inadequate controls and/or procedures.

1.3 Contract Type (Firm-Fixed Price (FFP) or Time and Materials (T&M))

This is a T&M type contract.

1.4 Period of Performance

The period of performance is a one (1) year base and four (4) one (1) year options.

1.5 Place of Performance

Work to be performed at vendor location. A minimum travel may be required to support this effort. Direct travel under this task is not billable. For all travels, pre approval from USPS program manager or COR is required. The vendor is required to follow Handbook F-15 as travel guidelines for travel.

1.6 Security Clearance

To gain access to the USPS computer environment, contractors are required to obtain a USPS security clearance.

The requirements and procedure are outlined in the ASM-10, Administrative Support Manual: <http://blue.usps.gov/cpim/ftp/hand/asm/asmtc.pdf>. Among other requirements, USPS contractors must be United States citizens or must have lived in the United States (US) for at least 5 years so that US Inspection Service can conduct a background search.

SECTION 2: WORK TO BE PERFORMED

2.1 General

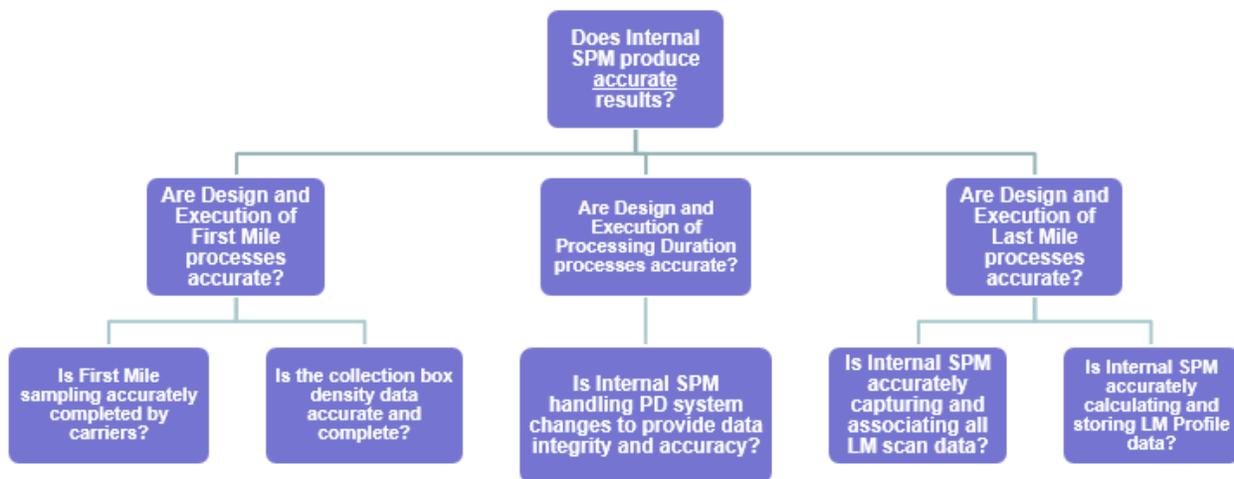
Using the defined objectives and scope, the vendor shall determine which metrics should be measured. There are three initial questions to frame the metrics:

- Does the Internal SPM system produce results that are accurate?
- Does the Internal SPM system produce results that are reliable?
- Does the Internal SPM system produce results that are representative?

The audit organization reviewed materials from a number of organizations to develop the approach. One key input was a publication titled *Designing performance audits: setting the audit questions and criteria*⁵ developed by the International Organization of Supreme Audit Institutions (INTOSAI). INTOSAI leveraged the Minto Pyramid Principle⁶ to define relevant sub-questions and sub-sub questions. All questions were developed to align high level audit objectives with the Internal SPM phases and aspects.

The figure below shows an example of the initial accuracy question, followed by sub-questions focused on the measurement phases, followed by sample sub-sub-questions about specific Internal SPM processes to be examined. For further detail, see the Audit Measures Attachment to this document. Each question is aimed at providing support for answering the first level question of “Does the Internal SPM system produce results that are accurate?”

Example of Minto Pyramid Principle approach used to determine metrics for Internal SPM



Following this approach for all three questions and across the phases of measurement, an initial set of audit questions was developed.

Once the questions were developed, the audit organization utilized INTOSAI's basic design matrix model to define the following for each sub-sub question:

⁵ INTOSAI, *Designing performance audits: setting the audit questions and criteria*, http://www.psc-intosai.org/media/39044/Designing-performance-audits_-setting-audit-questions.pdf

⁶ Minto, Barbara, *The Minto Pyramid Principle*, Ed. Minto International, Inc. 2003.

- **Audit criteria:** Audit criteria is the expectation or ‘yardstick’ to be used when answering the sub-sub question.
- **Audit information:** Audit information is the specific data or report to review or assess.
- **Methods:** Methods provide the high level steps the auditor shall use to review information.

The figure below provides a sample from the sub-sub questions related to reliability. For further detail see the Audit Measures Attachment to this document.

Example of Audit Measures for Reliability

Does the Internal SPM System Produce Reliable First Mile Results?

Phase	Level 1	Level 2	Level 3	Audit Criteria (Yardstick)	Audit Information
First Mile	Is FM data Reliable?	Are First Mile results designed and executed to produce reliable results?	Is use of imputations for FM Profile results limited to provide FM measurement that represents the District’s performance?	All 67 Districts should have a limited amount of volume for which imputed results are used within the quarter.	Review the volume of mail for which imputations are required.
First Mile	Is FM data Reliable?	Are First Mile results designed and executed to produce reliable results?	Is use of proxy data for FM Profile results limited to provide FM measurement that represents the District’s performance?	All 67 Districts should have a limited amount of volume for which proxy results are used within the quarter.	Review the volume of mail where proxy data are used.

2.2 Tasks

2.2.1 Task #1: Obtain Information and Review Results

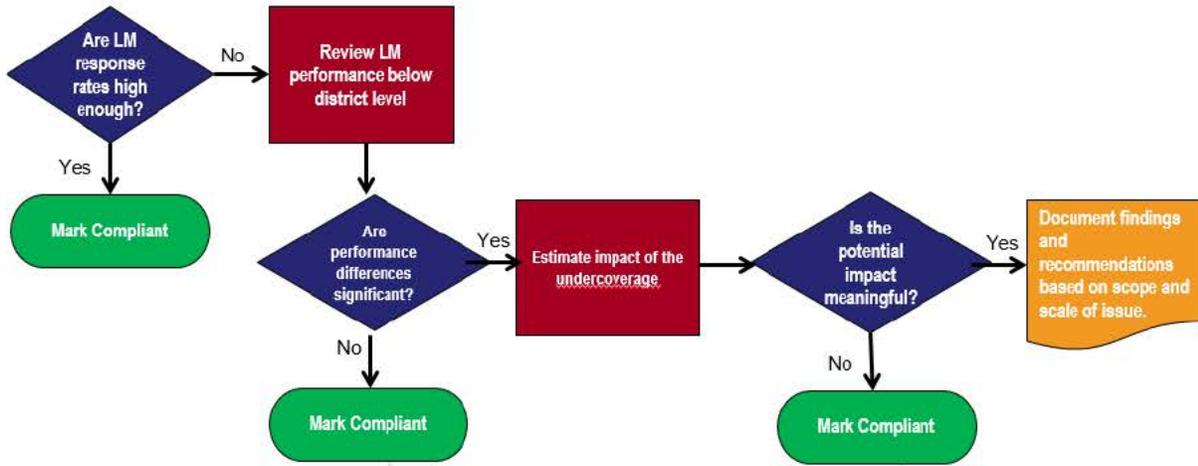
The next step in the audit plan after the measures are established is to obtain information and review results. To gather information, the audit organization shall use the Quality and Audit computing environment to collect and analyze data. This includes:

- Taking snapshots of key system tables for analysis
- Pulling samples of data from very large system tables for review
- Compiling data aggregates to summarize data for review and/or analysis
- Producing reports and files needed for information.

In addition, information may be gathered by conducting interviews or reviewing available reports and other documents.

Once the information is obtained, the audit organization shall review the information and compare it to the audit criteria. This includes organizing all of the measures, audit criteria, audit information, and methods into a logical, analytical flow or decision tree. The audit organization shall use this process to review data for the highest level question and answer the initial question. If the quarterly data indicates possible issues with accuracy, reliability, or representativeness, additional information shall then be gathered and reviewed as needed. Throughout this portion of the audit, results shall be documented and potential issues shall be flagged. Likewise, the audit organization shall quantify the impact or potential impact of issues flagged for accuracy, reliability, and representativeness concerns whenever possible. When the review is complete, next steps shall be determined. See the example below for a decision tree flow regarding Last Mile response rates which may impact the representativeness of the results.

Decision Tree Example



USPS requires the vendor to produce additional work products as required based on requests from the IV Program Manager.

2.2.2 Task #2: Report Findings and Recommendations

The final step in conducting the audit is to report findings and recommendations. This shall include a high level summary of compliant and non-compliant metrics. A dashboard using stoplight metrics shall likely be one high level visual to pinpoint the severity of issues and the level of risk and impact associated with any non-compliant results.

Example of Stoplight Metrics Ratings for a Dashboard Compliance Report

The terminology/definition are subject to change after Legal and PRC review.

Rating	Description
Compliant	Measures marked in green would indicate no issues were identified with the accuracy, reliability or representativeness for that measure.
Possible Compliance Issues	Yellow measures would indicate potential risks that should be looked into as soon as feasible.
Non-Compliant	Measures marked in red would indicate major concerns which need to be reviewed and addressed promptly.

There shall also be a more detailed report of the findings which shall provide information about what was measured and what the results were.



The audit report shall be provided to the USPS on a quarterly basis. The quarterly audit results shall feed into an annual audit summary report for USPS leadership. The audit report shall be branded with the vendor information.

See appendix B for audit metrics.

SECTION 3:

SECTION 3: STAFFING AND RESPONSIBILITIES

3.1 US Postal Service

3.1.1 Staffing

USPS will provide a Program Manager who will serve as the primary point of contact.

3.1.2 Responsibilities

USPS will perform the following activities:

- Define, monitor, and assess Supplier activities and deliverables.
- Review and formally approve Supplier deliverables.
- Provide clarification on business requirements and technical design issues.
- Review and approve the Supplier's project plans and proposed technical solutions.
- When appropriate, provide the technical resources necessary to install application software.
- When appropriate, provide test data from existing legacy system test databases to test system interfaces.
- Provide an acceptance/rejection notice for deliverables to the Supplier.
- Determine when and where meetings will be held. For meetings at USPS facilities, the USPS will provide facilities (including meeting rooms), equipment, property, and materials necessary to conduct the meeting.

3.1.3 Time and Deliverable Tracking

USPS will provide Supplier's personnel access to the Program Cost Tracking System (PCTS) in order to record their work hours and/or process their deliverable submissions in compliance with this USPS award. Usage of PCTS is mandatory for all contracts and/or delivery orders.

3.1.4 Postal-Furnished Equipment

USPS will provide Supplier's personnel access to applicable systems, facilities, and database information needed in performance of this task order, upon a required security clearance referenced in Section 1.6.

3.2 Suppliers

3.2.1 Staffing

The Supplier shall identify key personnel who are committed to this project and available as needed. Key personnel are defined as personnel that have been designated as essential to the work to be performed by having a firm understanding of the SOW. The supplier shall provide the full name and the labor category for each designated key personnel.

The key personnel identified in the Supplier's proposal must perform the work defined unless equally qualified substitutes have been approved in writing, 30 days in advance, by the USPS Program Manager. Any proposed substitutions shall possess qualifications equal or superior to those of the key person being replaced. Before removing, replacing, or diverting any of the proposed key personnel, the Supplier shall:

The key persons identified in the Suppliers proposal must perform the work defined unless equally qualified substitutes have been approved in writing by the USPS Program Manager. Any proposed substitutions shall possess qualifications equal or superior to those of the key person being replaced. Before removing, replacing, or diverting, any of the proposed key personnel, the Supplier shall:

- Notify the USPS Program Manager a minimum of 30 calendar days in advance,
- Submit justification with sufficient detail to permit evaluation of the impact on this contract,
- Provide a resume and qualifications statement for the proposed substitute
- Upon approval, provide training and knowledge transfer plan for incoming employee.
- Ensure that the replacement has been sufficiently prepared so that work may continue without interruption or delay.
- Ensure that the replacement is fully aware of the status of work in progress
- The cost of training time may or may not be billable and details must be provided as part of request submission and approved by USPS program manager or COR.

3.2.1.1 Transition Plan

See addendum A for transition plan that applies to all resources for IV program.

See Addendum C for on boarding checklist that supplier shall provide upon completion of transition plan.

3.2.2 Responsibilities

The Suppliers shall furnish all necessary resources and materials required to meet the requirements defined in this SOW. Delivery is complete when received in both hard and soft copy form by the USPS Program Manager. Deliverables are accepted when the USPS Program Manager or designee approves them in writing.

3.2.3 Status Reports

The Suppliers shall produce and deliver periodic (as required by the USPS Program Manager) status reports to inform the USPS of its progress and identify any anticipated problems. The progress reports shall include at a minimum:

- Work progress
- Identified risks and technical issues with associated recommendations or proposed solutions or contingency
- Schedule deviations and plan to recover
- Biweekly metrics and line chart showing allocated funds, burn rate and end of year projections.
- Updated project plans as approved by the USPS Program Manager
- Staffing roster including associated labor categories and work location

The Supplier's Project Manager shall hold and present scheduled progress reviews with the USPS Program Manager. The Supplier shall deliver the progress reviews orally with paper copies and electronic copies of handouts. The purpose of the progress reviews is to inform the USPS of the Supplier's progress on all tasks and to identify anticipated problems.

3.2.4 Program Cost Tracking System (PCTS) – Time and Deliverable Tracking

The language of Section 3.2.4 must remain unchanged. Use of PCTS for all time and materials deliverables is an absolute mandate for all Information Technology-related work.

Time and Materials Award

Supplier personnel assigned to this task order are required to record their work hours in the USPS Program Cost Tracking System (PCTS). No overtime in excess of normal weekly work hours is authorized without the advance written approval of the USPS Program Manager/COR. Documentation of the overtime approval must be maintained and a copy provided to the Contracting Officer and kept in the contract award file. If overtime is authorized, overtime rates will be charged only as agreed to in the executed contract. For purposes of this contract, normal weekly work hours are defined as a forty (40) hour week. Hours shall be verified and approved by the USPS Program Manager and the PCTS Site Administrator prior to the submission of any invoices.

The Supplier shall use the "Submit Deliverables" function of PCTS to record that a "deliverable" has been provided to the USPS.

When the USPS Program Manager approves the deliverable, he/she will generate an email to the Supplier, copying the USPS Contract Officer Representative (COR), notifying them of the approval.

The Supplier will then use the "Supplier Invoice Generation" function of PCTS to submit an invoice to USPS, or follow the below invoice instructions.

3.2.5 Education and Awareness for Contractors

Supplier personnel must annually obtain the following required education and awareness preparation.

Information Security—Our Shared Responsibility:

- Required Personnel: All supplier personnel
- Estimated Education Time: 1 hour



Supplier personnel are responsible for completing this one (1) hour of training annually outside of normal work hours for USPS. Supplier will provide proof annually that all supplier personnel have received this training.

3.2.6 Invoice Process

The language of Section 3.2.6 must remain unchanged. Use of PCTS for all time and materials deliverables is an absolute mandate for all Information Technology-related work.

The below action will facilitate prompt payment.

1. The suppliers will be required to use direct invoicing via PCTS for all time and materials work deliverables negotiated as separate deliverables under the contract award.
2. Invoices for time and materials work deliverables are processed manually only by preapproved exception. When processed manually, invoices shall be emailed or mailed to IT Business Management as designated below.
3. All invoices must at a minimum contain:
 - Contract number
 - Delivery/Task Order number
 - Delivery Order MOD number
 - Contract Line and sequence number
 - Charged (Bill to) Finance number
 - USPS requisition number (available by contacting the IT-PM)

Invoices that do not contain these elements are not considered proper for presentment and can be rejected.

4. The address for email invoice presentment and status inquiries is:

ITInvoiceTeam@usps.gov

The subject line of email should be structured as follows:

Vendor Name Invoice # 12345 DO# (Bill to) Finance Number
(e.g., ABC Inc., Invoice 123456 DO# 1-BITSV-11-C-1234 Finance 676767)

5. Manual invoices sent by hardcopy mail shall be mailed to a street address as follows:

IT Business Management
IT Invoice Team
475 L'Enfant Plaza SW Suite 2800
Washington DC 20260-1530

3.2.7 Policies, Processes, and Standards

The Supplier shall comply with all USPS Corporate Information Security Office and Corporate Technology policies, processes, standards, and applicable federal regulations. The USPS IT Program Manager responsible for the initiative is to be contacted in writing when clarification or interpretation of content is required.

The Corporate Information Security and Corporate Technology policies, processes, and standards may be accessed by selecting the links below.

[External Access on the Postal website](#)

[Internal Access on IT Web](#)

Policies

- Advanced Computing Environment Policy
- Approval Policy (not on external site)
- Cellular Management Policy
- Change Management Policy
- Code Promotion Policy (not on external site)
- Corporate Information Security Policies (AS-805):
 - Acceptable Use Policy
 - Business Continuity Management Policy
 - Development and Operations Policy
 - Hardware and Software Policy
 - Information Designation and Control Policy
 - Information Security Services Policy
 - Network Security Policy
 - Personnel Security Policy
 - Physical and Environmental Security Policy
 - Security Incident Management Policy
 - Security Monitoring Policy
 - Security Risk Management Policy
- Corporate Reporting Policy
- Database Management Policy
- EIR Policy for Mainframe High Level Qualifiers (not on external site)
- Enterprise Architecture Policy
- Enterprise Information Repository (EIR) Policy (not on external site)
- Field Communication Policy (not on external site)
- Incident Management Policy (not on external site)
- Information Technology Compliance Policy
- IT Acquisition Policy
- IT Administration Policy
- IT Procedure Library Roles and Responsibilities Policy (not on external site)
- ITFOIA Request Policy (not on external site)
- Mail Processing Mail Handling Equipment Policy (not on external site)
- Network Management Policy
- Problem Management Policy
- Section 508 Policy
- Technology Solution Life Cycle (TSLC) Policy
- Telephone Management Policy
- Trial and Evaluation of Information Technology
- USPS Configuration Management Database Policy (not on external site)
- USPS Developer Definition Policy (not on external site)
- Wireless Management Policy
- USPS Handbook AS-353, Guide to Privacy and Freedom of Information Act. This document may be accessed at <http://blue.usps.gov/cpim/hbkid.htm> (not on external site).

Processes

- C & A Recertification Process

- CCB Semiannual Review Process (not on external site)
- Change Management Escalated Approval Process
- Change Management Process
- Code Promotion Process (not on external site)
- Customer Read Access to Production Database Process (not on external site)
- Enterprise Architecture Review Process
- Incident Management Process
- Information Security Certification and Accreditation (C&A) Process
- IT Communications Process
- IT Web Site Content Update Process (not on external site)
- Obtain Hardware and Software for a Trial Period Process
- Problem Management Process
- Request Non-Standard Wireless Solutions (not on external site)
- Security Clearance Request Process
- System Retirement Process
- Technology Solution Life Cycle (TSLC)
 - Waterfall Methodology:
 - Initiate and Plan Process
 - Requirements Process
 - Analysis and Design Process
 - Build Process
 - System Integration Test Process
 - Customer Acceptance Test Process
 - Governance and Compliance Process (not on external site)
 - Release Management Process
 - Agile Methodology (not on external site):
 - Initiate and Plan Process
 - Sprint 0-n Process
 - Governance and Compliance Process
 - Release Management Process

Standards (not on external site)

- Application Development Standards
- Application Performance Standards
- Cellular Management Standards
- Cisco Router Hardening Standards
- Cisco Switches Hardening Standards
- Code Promotion Standards
- Coding Secure Software Standards
- Database Management Standards
- E-mail Environment Characteristics Standards
- Enterprise Data Warehouse (EDW) ETL Standards
- Failed CR Exception Standards
- Firewall Port Access Standards
- Incident Management Standards
- ITEA Software Standards
- Job Control Language (JCL) Standards



- Job Scheduling Standards
- MicroStrategy Standards
- Network Management Standards
- OSS Oracle Configuration Standards
- OSS UNIX Standards
- Postal Service IT Graphic Standards
- Section 508 Technical Standards
- Secure Code Review Standards
- Security Categorization Standards
- Security Controls Requirements Standards
- Storage Naming Standards
- Telephone Management Standards
- USPS Configuration Management Database Standards
- Windows 2003 Server Build Standards



SECTION 4: INSTRUCTION TO RESPONDENTS

4.1 Instruction for the Preparation of Proposals

See Attachment # 1: Instructions to Offerors

SECTION 5: US POSTAL SERVICE CONTACTS

USPS IT Program Manager:

John Penfield
475 L'Enfant Plaza, SW
Room 2300
Washington, DC 20260

USPS Business Program Manager:

Arslan Saleem
Mgr Service Performance Measurement
8403 Lee Highway
Merrifield VA 22082-8101

USPS Contracting Officer (CO):

Peter J. LaMarca
475 L'Enfant Plaza, SW
Washington, DC 20260

USPS Contracting Officer Representative (COR):

Adam Nelson
Program Mgr, Mail & Package Information Technology
1001 E Sunset Rd
Las Vegas, NV 89199

SECTION 6: ADDENDUMS

6.1 Addendum A

Transition Plan applicable to resources listed below.

Resource Changes:

Resource Change Event	Example	Request/Approval Process
Roll-off or replace "key" resource	The vendor initiated a roll-off of a "key" IV resource to another project. A replacement was identified.	<ol style="list-style-type: none"> 1. The vendor does not move off key resources which have detailed knowledge of the IV program 2. If needed, the vendor will discuss the potential roll off with USPS PM 30 calendar days in advance to seek approval before final decisions have been made 3. The vendor will provide a detailed transition plan to help ensure that knowledge is transferred before "key" resource rolls off and before backfill rolls on 4. The vendor will provide USPS PM a training completion checklist that includes the training items and completion dates (draft attached for review)
Replace "non-key" resource	The vendor initiated a transition of a "non-key" resource to another project. A replacement may or may not be needed.	<ol style="list-style-type: none"> 1. The vendor will limit transition of non-key resources to another project 2. If a roll-off is required, vendor will notify USPS PM of the planned roll off 14 calendar days in advance 3. The vendor will provide training to the backfill (if needed) in advance of rolling on to the team. The training will include the following: <ul style="list-style-type: none"> · USPS and IV Project Overview · Detailed content training for the assigned functional area · Project role specific skills training - development, testing, configuration management, etc. <p>The vendor will provide USPS PM a training completion checklist that includes the training items and completion dates (draft attached for review)</p>
Unplanned resource roll-offs	Resource leaves the vendor	<ol style="list-style-type: none"> 1. The vendor will notify USPS PM as soon as unplanned roll-off is identified 2. The vendor will identify a backfill (if needed) and provide training as indicated above.
Additional headcount added	Additional resources needed to meet requirements directed by USPS	<ol style="list-style-type: none"> 1. USPS PM requests additional support by providing an RFP through Supply Management 2. The vendor submits revised proposal to bring on additional resources 3. USPS provides contract mod with additional funding

**NOTE: "key" resource in the above table is defined as anyone on the vendor org chart; "non-key" resources are defined as all other resources on the IV program*

6.2 Addendum B

See attached spreadsheet for deliverable, may change with iterative process.
2A-17-A-0044 (05) PI2015_Audit Plan Measures_121616.pdf

6.3 Addendum C

Onboarding Checklist

ResourceName: _____
 Role: _____
 Labor Category: _____
 Team: _____
 Roll On Date: _____
 Clearance Date: _____

The vendor Provided Training

Step	Description	Date Complete
1.	USPS overview	
2.	Project overview	
3.	Detailed content training for the assigned functional area	
4.	Project role specific skills training 1. Development 2. Testing 3. Configuration Management 4. Other _____	
5.	Other training as required 5. Specify: _____	

USPS Setup Request if Applicable

6. Set up in eAccess (*vendor will request Active Directory and PCTS access*)
7. Add to Delivery Order in PCTS
8. Add to Project in PCTS (*specify project*)
9. Specify Project: _____