

**Federal Aviation Administration (FAA) Academy  
Performance Work Statement**

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## BACKGROUND

FAA training center was originally established as the Management Training School (MTS) in Lawton, Oklahoma, and has been in existence since 1971. MTS relocated in 1987 to Palm Coast, Florida and was renamed the Center for Management Development (CMD) and then changed to FAA Center for Management and Executive Leadership (CMEL) in 2005. Currently, CMEL operates as a unit of the FAA Academy in Oklahoma City. Additional information about the Center can be found at <http://www.cmel.faa.gov/>.

The Center's principal mission is to support the FAA's continuing efforts to ensure a safe, more efficiently managed National Airspace System. Toward this end, it provides a quality-learning environment in which managers, executives, and other personnel develop a better understanding of their leadership responsibilities and the skills needed to achieve the agency's operational and organizational goals. CMEL annually provides over 93,000 hours of instructor-led training to more than 2000 FAA managers and hosts a range of team building sessions, conferences, and meetings. In addition to its core program, CMEL also works with FAA organizations and other government agencies under fee-for-service arrangements to develop customized training and development.

The FAA leases the Palm Coast facility from Embry-Riddle Aeronautical University (BRAU), who also provides facility support services including lodging, front-desk registration, housekeeping, maintenance, security, and food services. These services will continue to be provided by BRAU and are not within the scope of work.

## CMEL CURRICULUM

CMEL's core curriculum supporting FAA Office of Human Resource Development consists of a range of deliveries from comprehensive training for newly appointed managers to courses focusing on a single subject area. The curriculum is keyed to the agency's Managerial Success Profile (MSP), which is provided as Appendix F. Courses vary in length from one to ten days and may be scheduled on a regular basis or offered based on FAA agency demands. Given the range and diversity of FAA's management population, CMEL's curriculum must include the span of basic supervisory training to senior management training. Although CMEL's curriculum has traditionally emphasized interpersonal relations and leadership skills, increasing attention is being paid to management science and business management subjects. Over the performance period, some core curriculum requirements may be tasked for conversion to Computer Based Instruction (CBI) and instructor mediated distance learning (e.g., webinars) deliveries. The core curriculum will require course updates and maintenance to reflect changing policies and currency of information. Management systems and strategic priorities identified for FAA human resource development may result in redesign, design or development requirements. However, additions to the core curriculum are generally not more than 2-3 per year. The full CMEL Course Catalog with course descriptions is posted at <http://www.cmel.faa.gov/COURSEDE/CI-crs.htm>.

CMEL's curriculum and training support is also available to other organizations within the agency, and all public sector and aviation related entities. The curriculum is often customized using current course materials to meet specific training objectives, although curriculum design/development may be required.

### Paragraph 1.1 Scope of Work.

FAA requires the contract services to provide instructional design, instructional deliveries, and related support for management and leadership training. This includes supporting CMEL conferences, meetings, and related activities. The Performance Work Statement Appendices describe typical tasks (Appendix A), and provide position descriptions (Appendix B), projected workload (Appendix C), quality deficiency report (Appendix D), the sample task request (Appendix E) and the Managerial Success Profile (Appendix F). These Appendices are based on operational history. The FAA shall not be bound by, nor does it assume any obligation to order based on Appendix C, workload projections. The workload provided in Appendix C of this PWS give the estimated deliveries for instructional services, and related level of operational support including conferences and workshops.

*Note: Actual requirements for performance described herein will be tasked based upon agency funding, demand, and training priorities. The FAA reserves the right to design, develop, and conduct courses, seminars, conferences,*

*and meetings with government personnel or through third parties under separate contract. Therefore, the Contractor will not have exclusive rights to provide all services required to support CMEL.*

**Paragraph 1.2 General Requirements.**

The services to be acquired under this contract fall into 3 main categories:

**1.2.1 Program Management, Administration and Operational Support:** This performance includes program management and contract administration, supervision of contract personnel, training registration, evaluation assessment, health awareness and wellness consultation, publications, information technology (IT) support, library services, logistic services, conference support and clerical support as necessary to meet performance and delivery requirements. The Operational services shall include support for all CMEL training, development and conferences, which may include third party course deliveries, and field locations.

**1.2.2 Instructional Services:** This performance includes but is not limited to course update and maintenance, preparation, instructional or facilitator delivery. Examples of courseware updates and maintenance include: replacing outdated policy with current policy; adding another skill practice similar to an existing one; switching out a job aid, altering language in response to a court case like the Ryan decision. Course update and maintenance is specifically defined in the PWS definitions. Instructor proficiencies are required for subject matter that is unique to the customer.

**1.2.3 Instructional Design, Development, or Redesign:** Requires performance of services to develop design/redesign new products which flow from customer requirements that identify new objectives or substantial change to existing instructional objectives. The changes have affect at the main (Highest level) of instructional objectives as they appear on the course description. Course design, development and redesign is defined in the PWS definitions.

**Paragraph 1.3 Abbreviations.**

The abbreviations and definitions in this section shall apply wherever addressed in this performance work statement.

AITTS	Automated Inventory Tracking System
CAI	Computer-Assisted Instruction
CBI	Computer-Based Instruction
CDRL	Contract Data Requirements List
CMEL	Center for Management and Executive Leadership
CO	Contracting Officer
COTR	Contracting Officer's Technical Representative
DOT	U.S. Department of Transportation
FAA	Federal Aviation Administration
HRPM	Human Resource Policy Manual
ISD	Instructional System Design
MLS	Modern Language Association
MARC	Machine Readable Cataloging
NCACS	North Central Association of Colleges and Schools
PMR	Program Management Review
PWS	Performance Work Statement
QDR	Quality Deficiency Report
SAM	Stand Alone Module

**Paragraph 1.4 Tasked Services.**

During the period of performance, CMEL will define specific requirements through Contract Orders issued under the general provisions and pricing arrangements of the Contract. Contract Delivery Orders shall set forth in writing identifying the services to be performed and payment arrangements. Tasks will be coordinated between the COTR

and the Contractor to provide specific training deliverables, and/or related support services, performance milestones to meet the operational schedule, and funding arrangements. Within 7 calendar days the contractor shall respond to the tasking with the approach to satisfactorily perform the requirement and establish the Not-to-Exceed (NTE) price (when applicable to the pricing arrangement for the Contract Line Item Number). However, as workload elements are subject to change, AMA-3 may require new tasks and/or subtasks, or modifications to existing tasks. When tasks are outside the general scope of the PWS descriptions, negotiations and mutual agreement will be required between the contractor and the FAA CO to address the change in requirements with the corresponding documentation and agreement evidenced by contract modification.

**Paragraph 1.5 Supervision of Contract Employees.**

This acquisition is not developed to be administered or performed as a personal services contract. Accordingly, the contractor shall designate appropriate and sufficient supervisory personnel to meet performance requirements as tasked. Contract supervisors will provide day-to-day on-site supervision of all contract personnel including, but not limited to, labor distribution, security screening, work assignments, conduct, performance/delivery, quality and professional development. At no time will contractor personnel be supervised or tasked by FAA managers, or any FAA personnel. The FAA through the assigned COTR, may provide to the contractor limited assistance when associated with FAA policy and CMEL practices.

## **TIME AND LOCATION OF WORK**

**Paragraph 2.1 Location of Work.**

All work performed under this contract shall be performed at the following location, with exception of field delivery specifically tasked when required.

Center for Management and Executive Leadership (CMEL)  
4500 Palm Coast Parkway, S.E.  
Palm Coast, Florida 32137

**Paragraph 2.2 Normal Hours of Operations.**

Normal operations will generally occur between the hours of 8:00 a.m. and 5:00 p.m. local time, during regular workdays of the week, Monday through Friday. However, availability may be required outside of these days/hours and are subject to change based on the FAA's operational needs.

**Paragraph 2.3 After Hours Access to CMEL Buildings.**

With the exception of scheduled evening shift instructional operations, which may occur during the life of this contract, contract personnel shall need authorization from the CO, or the COTR in advance and will be required to sign-in at the front desk, to gain access to CMEL buildings outside the normal hours of operations. This requirement applies to the hours between 6:00 p.m. and 6:00 a.m. each day, all hours on weekends or holidays, and anytime CMEL is otherwise closed.

**Paragraph 2.4 Parking, Safety and Traffic Regulations.**

The contractor will ensure all contract employees are advised of and adhere to published parking, safety and traffic regulations applicable to the CMEL.

**Paragraph 2.5 Reserved Parking Spaces.**

Reserved parking spaces may be requested through the CO, or the COTR, for employees with either temporary or permanent disabling conditions. No other requests for reserved parking spaces will be accepted.

**Paragraph 2.6 Observance of Holidays.**

No activity is anticipated under this contract on holidays recognized by the FAA. In the event such activity is required, the contractor will be notified by the CO, or the COTR, and will be provided as much advance notice of the requirement as practicable. Absent such requirements, holiday activities will not be permitted without prior authorization from the CO, or the COTR.

**Paragraph 2.7 Designated U.S. Federal Holidays.**

A list of the designated U.S. Federal holidays as of the date of this document is as follows:

New Year's Day  
Martin Luther King, Jr. Birthday  
George Washington's Birthday  
Memorial Day  
Independence Day  
Labor Day  
Columbus Day  
Veterans Day  
Thanksgiving Day  
Christmas Day

**Paragraph 2.8 CMEL Closure/Early Dismissal.**

Adverse weather conditions or other emergencies may require the closure of the Center for Management and Executive Leadership. Circumstances may also arise which will require the early dismissal of CMEL personnel. In most cases, no activity is expected under this contract during periods of CMEL closure and/or early dismissal, nor will any such activity be permitted during these periods without prior authorization from the CO, or the COTR.

**Paragraph 2.9 Evening Shift Activity.**

Some tasks may require periodic evening shift instructor support for workshops. In those cases, the estimated amount of activity occurring during these hours will be included in the description of the task and is anticipated that the work week schedule would provide flexibility in the time to accommodate this work schedule. Other than those specific requirements identified by the FAA, no evening shift performance/activity will be permitted without prior authorization from the CO or the COTR.

## **GOVERNMENT PROPERTY AND PROPRIETARY RIGHTS**

**Paragraph 3.1 FAA Proprietary Rights.**

The FAA acquires title to all products resulting from performance under this contract, and all the rights and privileges derived there from, as these products are produced. This right is not dependent upon the completion of the product, the formal or written acceptance of the product, or receipt of payment for the services from which the product results.

**Paragraph 3.2 Forfeiture of Rights.**

The rights and privileges described in the preceding paragraph cannot be involuntarily surrendered, transferred, forfeited, or ceded. Any such forfeiture can only be accomplished by the CO, or the COTR, and must be in writing. Further, no precedent shall be established by any such forfeiture, and each request shall be considered separate and distinct from all other requests.

**Paragraph 3.3 Use/Dissemination of Government Property.**

Unless specifically authorized in writing by the CO or the COTR, the contractor shall not use, modify or disseminate any item of Government property for any purpose other than those specifically outlined in this document, the contract and other related contract documents. This prohibition includes, but is not limited to, the use of FAA equipment for work not directly in support of this contract, and the use and/or dissemination of any FAA training materials, including materials developed under this contract.

**Paragraph 3.4 Removing Government Property from CMEL.**

Unless specifically authorized in writing by the CO or the COTR, the contractor shall not remove, nor permit its employees to remove, Government property from the CMEL for any purpose other than those specifically outlined in this document, the contract and other related contract documents. This prohibition applies to property furnished to the contractor by the FAA, property acquired by the contractor using contract funds, and property produced

through performance under this contract. Further, this prohibition covers both the physical removal and the electronic transmission of property, and applies equally to both original items and all reproductions of those items, regardless of the reproduction format.

## **GOVERNMENT FURNISHED ITEMS**

### **Paragraph 4.1 Facilities and Utilities.**

AMA-3 shall provide space and facilities plus associated utilities and housekeeping, equivalent to that provided to FAA personnel, for the contractor to perform the work defined in this document. Space provided shall be maintained to the same standards as like areas occupied by FAA personnel. Facilities provided are to be used exclusively in support of this contract. Keys will be issued and the Contractor will be responsible for the cost associated with a lost key or keycard by its employees. The contractor shall not make any alterations to Government furnished space or facilities except as approved in writing by the CO or COTR. Whenever the contractor vacates Government space, such space and facilities shall be restored to its original condition, considering any approved alterations plus normal wear and tear, at no direct cost to this contract.

### **Paragraph 4.2 FAA Access to Provided Space.**

The contractor is hereby advised that a limited number of FAA personnel will have unrestricted access to space provided for their use in accordance with the provisions of the preceding paragraph. As a result of CMEL policies regarding the utilization and distribution of Government keys or keycards, certain FAA employees will be provided master (or sub-master) keys which will open all doors utilizing a key number within their allocated group (or sub-group). The contractor should consider this when developing their proposal in order that it includes adequate provisions for safeguarding sensitive personnel information, proprietary data, and any other sensitive data that the contractor wishes to retain in the space provided. Program management by the Contractor must optimize space provided by the FAA.

### **Paragraph 4.3 Conservation of Utilities.**

The contractor shall ensure all contract employees are aware of acceptable utilities conservation practices, and shall be responsible for operating so as to minimize the waste of utilities.

### **Paragraph 4.4 Government Furnished Property.**

The items described in the following paragraphs shall be considered Government furnished property. The contractor will be required to ensure the optimum utilization and security. The FAA retains full control of and property management responsibility for all items provided, as well as sole discretion in the placement, movement and removal of all property provided to the contractor. The contractor must not remove, relocate, or re-assign Government furnished property without prior approval of the COTR. Program Management by the Contractor management must optimize their use of Government furnished property provided.

### **Paragraph 4.5 Office Furniture.**

AMA-3 shall provide workstations, desks, chairs, filing cabinetry and other office furnishings for contract personnel comparable to those provided to Government personnel. Any furnishings provided are at the sole discretion of the Government (i.e., type, model, style, etc.)

### **Paragraph 4.6 Supplies.**

Except for such company-specific supplies and materials as may be required by the contractor, such as pre-printed stationery, and those supplies which are required by the contractor based on such factors as brand preference, the FAA will maintain and distribute all supplies and material typically required in the course of normal performance under this contract, subject to availability. In the event supplies are not available, the contractor may submit requests to the FAA, but the FAA reserves the right to disapprove the request. The contractor may elect to provide supplies not available through the AMA-3 supply room, and which the FAA declines to purchase. However, no direct charge to this contract shall result from such an election unless the charge is expressly approved by the CO or COTR prior to the costs being incurred.

### **Paragraph 4.7 Computer Hardware and Software.**

With the exception of computer hardware and software furnished by the contractor as described in Appendix A Task 1, the FAA will provide all computer equipment and software typically required in the course of normal performance under this contract. The distribution of computer equipment and software to contract personnel in other tasks will be determined by AMA-3 management, subject to availability, and based on AMA-3's workload priorities. Contract personnel shall not install, uninstall, move, or make modifications to, any hardware or software on any computer located at the CMEL without prior approval from the COTR. The COTR shall be responsible for obtaining the clearances necessary through AMA-3 management and other FAA offices.

**Paragraph 4.8 FAA Computer Network.**

The FAA maintains a computer network connecting work areas throughout CMEL. AMA-3 will furnish contract personnel with access to the FAA's computer network in their normal work area. Contract personnel shall not connect any computer equipment to the FAA network without prior authorization from the COTR. Contractor personnel shall not install any software without specific tasking and/or authorization from the COTR. The COTR shall be responsible for obtaining the clearances necessary through the AMA-3 management and other FAA offices.

**Paragraph 4.9 Misuse of FAA Computer Network.**

The contractor must adhere to all FAA intranet, internet, network policies and orders. Misuse of FAA provided computer equipment and/or computer network by contract personnel will not be tolerated, and will result in a determination by AMA-3 management as to appropriate corrective action for each infraction. All contract personnel using FAA computer resources or accessing the FAA network shall agree to and sign the "Rules of Behavior" prior to receiving requested access (reference contract Section H provisions entitled FAA FACILITY REGULATIONS, for the website). Depending upon the nature and severity of the infraction, corrective actions can range from loss of privileges (i.e., loss of access to the Internet and FAA email) to removal from support under this contract. Further, these determinations are not subject to appeal. And, these provisions do not preclude the imposition of any applicable civil or criminal penalty resultant from an infraction.

## **CONTRACTOR FURNISHED ITEMS**

**Paragraph 5.1 Copier.**

The contractor shall furnish a copier for document reproduction (CMEL estimates 130,000 copies required per month). The copier must be capable of the following, as a minimum:

- a. Reproducing approximately 75-100 copies per minute, defect free, black and white.
- b. Double sided copying, enlargements, 11 X 17 print options, collating, stapling, and three (3) hole punch features are required.
- c. Quality equal to or better than a Savin 2575 or Xerox C90 model.
- d. The copier shall be capable of creating booklets.

**Paragraph 5.2 Contractor Furnished Computer Equipment.**

It is likely the FAA may not be able to provide a computer system for each contract employee, and some sharing of equipment is anticipated during the life of this contract. All computer hardware and software provided by the contractor to supplement equipment, if intended to be connected to the FAA computer network, shall comply with FAA minimum specifications as of the date of its connection. Further, this equipment shall either be updated as needed to maintain compliance with subsequent specifications and remain compatible with other FAA offices or be disconnected from the network, as directed by the CO or COTR.

**Paragraph 5.3 Contractor Provided Supplies.**

The contractor shall be responsible for providing, without direct cost to this contract, any supplies it requires due to preference. Examples of the above include, but are not limited to, company-specific supplies (i.e., letterhead and pre-printed stationery), brand-name supply items, etc.

**Paragraph 5.4 Suitability/Safety of Contractor Supplied Items.**

The FAA reserves the right to determine the suitability and safety of any furniture, equipment, or supplies provided by the contractor. Suitability, as applied to computer equipment and software, shall also mean full compatibility

with existing FAA network equipment and software, and full compliance with any FAA network specifications pertaining to such items. Items deemed unsuitable or unsafe shall be removed from the Center for Management and Executive Leadership, or moved to a suitable location, as directed by the CO or COTR, at no direct cost to this contract.

**Paragraph 5.5 Non-reimbursed Property-Related Costs.**

It is possible the contractor may elect to provide any furniture, equipment, or supplies beyond those required under the provisions of the preceding paragraphs. Should this occur, this contract shall not incur any direct charges as a result of such election unless the charge has been expressly approved by either the CO or COTR prior to the cost's being incurred. This prohibition against such charges applies not only to easily identifiable costs such as the purchase price of furniture or equipment, but also to the associated costs, such as the cost of transporting the furniture or equipment to (or from) the CMEL.

## **EMPLOYMENT AND STAFFING**

**Paragraph 6.1 Operational Support Requirements.**

Support personnel who make up the workforce provided under this contract represent a key resource to the FAA in the management of an essential training program. Appendix C - represents projections only and actual workload may vary significantly. Operational Support described in Appendix A- Task 1 may be required to support third party events (seminars, conferences, meetings etc.). The requirements to support these events will be provided during weekly scheduling meetings by the CO or COTR when required.

**Paragraph 6.2 Minimum Experience/Education Requirements.**

All personnel employed in support of this contract are expected to meet any specified minimum experience and/or education requirements for their respective position, as of the date of their appointment. Such minimums are specified in Appendix B - Contract Support Position Descriptions and Qualifications. The FAA reserves the right to request replacement of instructors who provide unacceptable training delivery. Quality delivery is a priority to the agency; therefore unacceptable instructional delivery shall be remedied by the program management of contract personnel. The priority to ensure quality deliveries also applies to qualifications of each proposed hourly service. The FAA reserves the right to review qualifications for services charged as hourly support and those that are designated in the task. The review shall be conducted to ensure all stated minimum qualifications are met. Therefore when submitting the proposed approach to the tasked requirement, the contractor must provide employee experience (e.g., application, resume, etc.) for all personnel that may perform services on an hourly basis. The CO or COTR will identify to the program manager any qualifications requiring verification or questioned for action or resubmission. The FAA CO further reserves the right to deny the appointment of any proposed hourly candidate found to be lacking any of the stated minimums for the task.

**Paragraph 6.3 Position Descriptions.**

Descriptions of the various labor categories required under this contract are contained in Appendix B entitled Contract Support Position Descriptions (CSPD). The CSPD document describes the general duties of each labor category; the minimum education and experience required for consideration for a position in the labor category under this contract.

**Paragraph 6.4 Waiver of Experience/Education Requirements.**

The stated minimum qualifications for positions are intended to ensure candidates have sufficient knowledge, experience and technical skills to be recognized as an expert in the area being considered for assignment. This does not, however, ensure the individual will be suitable to perform in a manner consistent with FAA standards. Unique experience, professional reputation, publications or similar credentials may be accepted in lieu of the minimum education and experience required for each position. Determinations as to equivalency shall be evaluated for labor categories when tasked for hourly services.

**Paragraph 6.5 Instructor Certification**

AMA-3 may require specific FAA certification based on the Quality Plan of each instructor providing delivery of courses. The certification will normally be on a course-by-course basis. Instructors should be certified for duties supporting multiple courses, as needed by AMA-3 to ensure mastery of the subject material and ability to comply with applicable FAA policies and practices. Specific certification procedures vary from task to task, and from course to course within a single task and will be based on certification plan approved by the Quality Plan.

**Deferral or Waiver of Certification Requirements:** The management of AMA-3 reserves the right, on a case-by-case basis, to defer and/or waive any portion or portions of the instructor certification process in consideration of any special circumstances which may arise.

**Effective Date of Certification:** Contract instructors shall normally be considered certified as of the date they successfully complete all portions of the applicable certification process.

**Decertification:** Contractor management will periodically review the instructional performance of each certified instructor. Instructors will be expected to continue to demonstrate their mastery of the subject material and satisfactory instructional abilities, and their ability to comply with applicable FAA policies, orders, practices, and procedures in order to retain their certification. Failure to maintain an acceptable level of competency in these areas will result in a loss of certification. AMA-3 program managers may bring performance or conduct issues to the attention of contractor management that may affect certification status.

**Recertification:** Whenever AMA-3 or contractor management identifies an instructor as decertified, the program manager or designee shall coordinate the actions required for the instructor to regain certification and present an action plan to the COTR.

#### Paragraph 6.6 Instructor and Instructional Designers Professional Development.

The contractor shall design and implement an ongoing development program for instructors and instructional designers as approved in the Quality Plan. This program will ensure the certification, currency and accuracy of FAA knowledge required to perform Task 2. The FAA CO or COTR designee responsible for curriculum will approve this program.

The contractor shall design and implement an ongoing development program for instructors and instructional designers. The purpose of the program shall be:

- a. To provide appropriate training and growth experiences that will ensure instructor-demonstrated competency in the tools and techniques necessary to continuously improve and currency of designs, develop and delivery of programs for managers, executives, employees and work teams for the FAA and other public sector workforces.
- b. To make available ongoing opportunities such as academic graduate programs and alternative learning experiences for the purposes of acquiring new and evolving training techniques and technologies as they emerge.

The contractor shall design and implement a developmental instructor program that will result in newly hired instructors becoming certified to teach CMEL courses. This program shall include the following learning activities:

1. FAA Orientation - The contractor shall be responsible for coordinating and ensuring that all instructors receive an orientation to the FAA. The orientation shall include the mission, goals, objectives, plans, policies, and principal programs of the FAA, its place within the Government, as well as the organizational structure and culture of the agency. The intent of this requirement is to ensure:
  - Knowledge and attitudes which will contribute to successful instructional interaction with an extremely diverse student population.
  - Recognition that actions of all personnel at CMEL must be consistent with the goals of the FAA, and
2. Special Techniques Training or verification of skills and credentials - The contractor shall design, submit to the FAA for approval, and implement an instructor certification program as part of the Quality Plan that will ensure:

- a. A high level of instructional competency, and
- b. The degree of standardization and consistency required at CMEL, and
- c. Specific expertise in subject matter areas, including credentials, if appropriate.
- d. Comply with FAA Standard 028-C

3. Developmental Instructor Practicum to achieve certification in specific courses - Certification of instructors shall be completed during the transition period following award and prior to startup of the contract. Instructors deemed qualified by successful completion of the developmental instructor program, or qualified by equivalent training or work experience, must be certified competent to teach identified units of instruction by a currently certified instructor or appropriate supervisor. No less than fifty percent of the instructional staff assigned to any specific class shall be fully certified instructors. These requirements shall be waived for a reasonable time to accommodate initial instructor certification for newly developed courses. Instructors fully certified in a specific course undergoing a major revision shall be given thirty (30) days to become re-certified in the portions of the course which have been revised once the course returns to the schedule.

4. Advanced content expertise equivalent to 2 CEU's every 2 years per instructor in course content in which instructor has been certified

5. Advanced content expertise equivalent to 2 CEU's every 2 years per instructional designer in the area of specialty

6. Shadowing - The FAA recognizes the value of exposing CMEL instructors to working environments at the field, Service Area, and Washington headquarters levels. The contractor is required to schedule visits by contract instructors to FAA approved work sites for up to five days per year for the purpose of shadowing FAA managers and supervisors in their work environments, provided that such visits do not conflict with instructor teaching workload. For cost effectiveness, shadowing assignments will be attached to other required travel whenever possible. The FAA shall consider shadowing assignments as part of the developmental process.

## KEY PERSONNEL

### Paragraph 7.1 General.

Detailed job descriptions and required qualifications for contractor personnel are provided in Appendix B.

### Paragraph 7.2 Program Management

The Program Manager and Alternate Program Manager must be dedicated full-time on-site to the management of the PWS requirements. The Program Manager is responsible for the management and supervision of all personnel assigned to the tasked services. The Program manager shall ensure that optimal performance will produce objectives defined for CMEL Training requirements. All CMEL tasked requirements and performance milestones shall be coordinated through the Program Manager or Alternate Program Manager. Course delivery schedules, updates, and specific support required to deliver training at CMEL will be coordinated by written correspondence from the CO or COTR, with interchange of information through weekly Program Management Reviews (PMRs), and status documentation via Contract Data Requirements List (CDRL) reports.

### Paragraph 7.3 Operational Support.

The Operational Support personnel will perform the necessary program management of registrar, evaluation specialist and network administrator are required to support the CMEL workload projections as represented in Appendix C.

### Paragraph 7.4 Instructional Services.

CMEL courses require instructors and developers proficient in a broad range of core management/leadership topics (e.g., interpersonal relations, leading teams, giving feedback, communicating expectations, problem solving, decision making). The instructors are also expected to possess expertise in the theoretical and practical aspects of one or more specific topic areas (e.g. Myers/Briggs, Situational Leadership, Critical Thinking, Team Building, Change Management, Conflict Management and Coaching). Performance may also require subject matter expertise in areas such as Financial Management, Business Communication, Labor Relations, Strategy, Marketing, Ethics, Media Relations, Quantitative Analysis and Negotiation. In addition to instructional staff, when tasked the contractor will provide Instructional Systems Specialist perform course design, development, or redesign.

## **ADDITIONAL DELIVERABLES**

### **Paragraph 8.1 Transition Requirements.**

It is critical that the period of transition be accomplished in a well planned, orderly, and efficient manner. Accordingly, the contractor shall provide a 30-day phase-in performance period prior to the annual performance period. This will require working relationships with other vendors currently performing services at CMEL. At the conclusion of any performance period, including option periods or extensions, the services provided under this contract may revert to an in-house Government operation or may be awarded to another contractor. The contractor shall be required, as an integral element of the tasking under this contract, to assist in whatever transition activities the FAA deems necessary. The services during the last 30 days of the performance period may be conducted as Phase-out. The CO will notify the Program Manger in writing when Phase-Out performance is requested.

### **Paragraph 8.2 Overtime (Reserved)**

### **Paragraph 8.3 Travel.**

Support under this contract may require contract personnel to travel as part of their normal assigned duties. Such travel, when required, will almost exclusively be restricted to, but need not be limited to, the territories and possessions of the United States. Any such travel, in connection with performance of tasked activities, requires pre-trip travel approval by the CO or the COTR, if not so approved by a specific task order.

### **Paragraph 8.4 Reports.**

The contractor shall coordinate with AMA-3, the COTR or CO in writing as part of normal administrative activities required to support the PWS requirements. All required reports are described by the Contract Data Requirements List (CDRL) and contract deliverable items. Each report, content, required submittal frequency, quantities, address(es), and format are identified in the CDRL.

## **CMEL TRAINING PRACTICE**

### **Paragraph 9.1 Provisions for FAA Training.**

The FAA may provide training to contract personnel if the training is determined to be technically complex and unavailable from commercial sources. This exception covers all FAA-specific courses employing the development of instructional materials in accordance with FAA standards and practices, which have been determined to be unique training offered only by the FAA. However, the FAA is not obligated to provide training and may do so if in the best interest of the Government.

### **Paragraph 9.2 Instructional Services Methodology**

CMEL employs a blended learning strategy that addresses performance objectives derived from the FAA Managerial Success Profile (Appendix F). Instructor delivered training incorporates lectures, job aids, simulations, skill practice, case studies, and action planning. While classroom training is currently the norm, we expect the use of live web-casts and interactive video tele-training to increase during the period of performance. All CMEL training, regardless of delivery medium, must conform to the Congressional guidelines and methodology guidance provided in FAA Standard 028-C. This document is available at [http://www.faa.gov/ah/policy/hrpm/ld/ld\\_ref/028C.cfm](http://www.faa.gov/ah/policy/hrpm/ld/ld_ref/028C.cfm)

### Paragraph 9.3 Instructional Systems Design/Development, Redesign

The contractor shall use the Instructional Systems Design (ISD) approach, as applied within AMA-3, for the presentation, development, and revision of all training materials. This requirement applies to all training delivery systems, including but not limited to written materials, computer-based instruction (CBI), web based e-learning and video based instruction. FAA Standard 028 C describes this ISD approach which can be found at [http://www.faa.gov/ahr/policy/hrpnv/ld/ld\\_ref/028C.cfm](http://www.faa.gov/ahr/policy/hrpnv/ld/ld_ref/028C.cfm).

## QUALITY

### Paragraph 10.1 Quality Control.

The contractor shall ensure quality by systematically monitoring and evaluating products and services provided under this contract and correcting deficiencies as needed. The contractor shall submit (annually), implement, and maintain a Quality Control Plan to ensure compliance with all requirements of this work statement, as well as applicable provisions of the contract. The quality plan will be implemented to ensure the highest quality of management and leadership training. This does not establish, nor should the contractor assume, any responsibilities other than those specified in the contract, for monitoring the quality of FAA programs, or FAA products. The Quality Control Plan shall include certification criteria and professional development plans for Instructors/Designers to ensure:

- a. A high level of instructional competency, and
- b. The degree of standardization and consistency required at CMEL, and
- c. Specific expertise in subject matter areas, including credentials, if appropriate.

### Paragraph 10.2 Quality Assurance.

CMEL strives to be the management training provider of choice within the FAA and a cost-effective resource to government clients. The FAA shall administer a quality surveillance program encompassing all training services and learning activities addressed in this Statement of Work, including classroom monitoring, instructor observation, and formative and summative evaluation. This program will be administered independently of any contractor evaluation and measurement activities. The FAA Quality Surveillance Program shall not be considered a replacement or substitute for contractor accomplishment or monitoring for quality performance of all activities. The FAA will coordinate the quality concerns (when identified) to the Program Manager via Quality Deficiency Report (QDR) (Sample QDR in Appendix D).

### Paragraph 10.3 Quality Control Plan.

AMA-3 will review contractor performance in accordance with the FAA approved Quality Control Plan. A draft Quality Control Plan must be submitted with the proposal and will be evaluated as a technical factor. The awardee will have 30 calendar days after award to submit the final Quality Control Plan for FAA approval. The Quality Control Plan must address but is not limited to the contents below:

1. Quality Philosophy
2. Coordination with the FAA, subcontractors or consultants
3. Staff Development
4. Instructor Development
5. Instructor Certification and Evaluation
6. Performance/Product Evaluation

## DELIVERABLES AND ACCEPTANCE

<u>DELIVERABLE</u>	<u>INVOICE</u>	<u>PERFORMANCE/ STANDARD</u> (See Appendix A for further details)	<u>ACCEPTABLE LEVEL OF QUALITY</u>
MANAGEMENT AND ADMINISTRATION	monthly for services performed	<ul style="list-style-type: none"> <li>-Schedule Fully Resourced</li> <li>-Qualified Resources</li> <li>-Attendance of weekly status meetings</li> <li>-Tasked Requirements Completed</li> <li>-Contract Requirements Met</li> <li>-Monthly invoices, labor distribution system reporting, cost proposals</li> <li>Compliance with FAA Standard 028 C</li> </ul>	<p>All deliverables in accordance with tasked delivery schedule, completed on time and within requirements of contract. Qualified personnel provided and all contractual requirements met. Compliance with FAA approved Quality Control Plan.</p>
REGISTRAR	monthly for services performed	<ul style="list-style-type: none"> <li>-Coordination and tracking of class schedules and enrollments changes using e-LMS</li> <li>-Reports of enrollments and quota</li> <li>-Produce rosters, certificates, transcripts</li> <li>-Coordination of pre-course materials to students</li> <li>Monitoring of enrollees to ensure eligibility.</li> </ul>	<p>Rosters monitored daily. Reports are timely and accurate. All students receive pre-course materials two weeks prior to start of class. Ineligible enrollees will be identified and corrective actions taken.</p>
TECHNICAL SUPPORT	monthly for services performed	<ul style="list-style-type: none"> <li>-Hardware, Software and Network maintained, installed and functional. Establish a work order system for reporting all equipment, hardware &amp; software outages, disruptions and problems.</li> </ul>	<p>Tech support available during 7:30 – 4:30 workdays. All equipment problems causing classroom interruptions corrected on the spot repairs or exchanged within 30 minutes. All other corrective actions causing interruptions to administration will be corrected or identified within one hour of notification. Weekly status of work orders.</p>
LOGISTICS	monthly for services performed	<ul style="list-style-type: none"> <li>-Timely ordering, accurate recording of procurements</li> <li>-Inventory control</li> <li>-Timely distribution and receipt of items</li> <li>-Stocking of all supplies and materials</li> </ul>	<p>All purchase requests and supporting documents comply with FAA acquisition Management System (AMS) Procurement Policy. All materials and supplies are available when needed to support operations. All inventory recorded in accordance with FAA Academy property procedures and reviewed weekly</p>

<b>LIBRARY</b>	monthly for services performed monthly	-Accessible at designated times for library services -Submit summary of resources provided and resources obtained	Library materials are cataloged in accordance with Library of Congress MARC records. Positive customer service is provided during established hours. Provide a weekly log of user activity.
<b>EVALUATIONS</b>	Monthly for services performed	-Conformance to Academy requirements for on-line critiques -Timely data analyses and reports to identify needs assessment trends using a wide variety of FAA and external inputs -Semi-annual Level 3 reports -Student reaction and achievement data and reports following each course delivery -360 degree and other assessments collected and processed in time for debriefs	Data, assessments, and reports are clearly defined, validated, well-written, and comply with FAA Academy Protocol. Protocol to be defined in status meetings. Reports submitted timely to the proper addresses.
<b>HEALTH AWARENESS</b>	Monthly for services performed	-Tasked Requirements Completed -Contract Requirements Met - Conduct health screening services, health information and wellness activities to CMEL employees and resident students	- Classroom briefings when required - Timely distribution of information on health issues - Certify CMEL instructors in Cardiovascular Pulmonary Resuscitation (CPR) - CMEL wellness facility and equipment is maintained in working order
<b>PUBLICATIONS</b>	Monthly for services performed	-Tasked Requirements Completed -Contract Requirements Met - Edit, review and create training and other documents when required - Design, develop, troubleshoot, debug, update, maintain and implement software code for components of the website that supports CMEL.	- All course materials will be ready for CO or designee review at least one (1) week prior to final submittal. Document will use plain language as per FA Order; no more than 2 minor errors per document. - Data on CMEL website shall be maintained for accuracy, currency, and compliance with FAA policies.
<b>REPORTING</b>	Submitted monthly	As defined in CDRL	Valid information and complete data submitted as a report at the specified time (ref. CDRLs).
<b>INSTRUCTOR SERVICES</b>	Delivery as specified in tasked orders	Will be documented in specific task orders, in compliance with FAA Standard 028-C	Will be specified in specific task orders and confirmed by course evaluations.

## **DEFINITIONS:**

**Agency:** Federal Aviation Administration.

**Behavior Modeling:** A rigorous system for practicing specific skills on the job, observing a model implementing these skills in an exemplary manner, breaking out into skill practices using highly relevant scenarios to improve skills, and videotaping and debriefing the practice sessions in order to apply the techniques in a climate of supportive yet corrective feedback known as alternative, positive behaviors (APBs). This method uses extensive coaching techniques.

**CMEL Operational Schedule:** The scheduled events of class delivery, development/design work, conferences, professional development, instructor availability and all other tasking as required.

**Competency Based Curriculum:** A learner-centered curriculum designed around precise learning objectives that are defined in behavioral and assessable terms, which emphasizes learner accountability, and is personalized, criterion referenced, and measurable.

**Computer-Assisted Instruction (CAI):** An application of Computer-Based Instruction (CBI) in which students receive some of their lesson material at a training terminal through student/computer interaction carefully designed by an instructor. CAI may be used as a classroom aid or as an aid in computer-managed instruction.

**Computer-Based Instruction (CBI):** An overall term referring to any generalized use of computers in the training process. The terms computer-based training (CBT) and computer-based education (CBE) are sometimes used by other Federal agencies and are very similar in meaning.

**Course Book:** A binder issued to students prior to or at the beginning of resident classes. - The contents include a class agenda, pre-reading assignments, if any, and course exercise materials.

**Course Materials:** Course materials include the following course design guides: Instructor notes (i.e. lesson plans, course outlines), visual -aids (i.e. slides, transparencies, videotapes, charts, etc.), student course books and handouts; job aids; and student course evaluation materials. Lastly, an up to date reference list containing at least 3 items- no more than two years old is included following a uniform style manual such as Modern Language Association (MLA).

**Course Design, Development or Redesign:** Major course modification or creation of new courses when it is not feasible or cost effective to use existing courseware. Modification may involve transformation from one medium into another, new objectives arising from changing requirements or necessitating an entirely new approach.

**Course Update and Maintenance:** Routine upkeep of courses to assure accuracy, currency and effectiveness, and which do not affect the main instructional objectives (highest level objectives, stated on the course descriptions).

**Developmental Instructor:** A person employed by the contractor who has met the educational and experience criteria required of CMEL instructors but has not yet successfully been certified in any CMEL courses, in order to be considered qualified, the developmental instructor must complete the Developmental Instructor Program as described in paragraph C.1.4.1.

**Distance Learning:** Any formal approach to learning in which a majority of the instruction occurs while educator and learner are at a distance from each other. Distance learning may utilize satellite video, compressed video, computer based instruction (CBI), the web, correspondence study, or similar vehicles. This approach is also referred to as Distance Education.

**Experiential Learning:** An educative process in which participants share a common group experience usually through skill practice, role-plays or simulations. With the support of a facilitator, the group then extrapolates from the shared experience to build individual concepts, principles, or skills for use in the workplace.

**Field Training (On-Site):** Field training (commonly referred to as on-site training) consists of CMEL courses that are taught at the field site, i.e., regional or Washington headquarters, or other field locations.

**Full Time Equivalent (FTE):** As used in this contract, the term full-time equivalents (FTE) shall be considered to represent the productive hour base of 1840 hours per year. The contractor shall be expected to explain any

proposed productive hour base differing from this, and be prepared to demonstrate whatever benefit may be realized by the FAA from this base.

**Fully-Certified Instructor:** An instructor who is eligible for certification because he/she has fully demonstrated: (1) the skills, knowledge, and abilities of the instructional techniques required, as well as (2) mastery of the instructional materials sufficient to ensure that training outcomes and instructional objectives are achieved. Certification will be granted after performance has been rated fully satisfactory in all four Instructional areas of a given course.

**Handout:** Printed material, either CMEL developed or purchased, passed out to students at specific times in courses in support of specific blocks of instruction or specific subject matter being taught. By contrast, course book items are of a more general or survey nature and are given to students in advance of or at the beginning of courses.

**Independent Study:** Special learning agreements using any methods or media designed to meet individual needs of agency employees.

**Instructional Technologist:** Synonymous with Instructional Systems Specialist as used in this Performance Work Statement. Instructional Systems Specialists are personnel with training and experience in Instructional System Design (ISD) and other training design systems and demonstrated abilities with state-of-the-art instructional and evaluative technologies such as experiential training, competency-based instruction, ability and achievement testing, and behavior modeling.

**Instructor Notes (INs):** Comprehensive lesson plans for CMEL courses. INs are organized into blocks, subject-matter areas of instruction, which include an outline of the block, student/instructor references, a list of teaching aids, evaluation of student learning, supplies required, handouts and course book items, an audit trail showing how outcomes and objectives are related to training materials, outcomes and instructional objectives, and detailed lecture notes. Notes must include enrichment and remediation options, FAA-specific examples, and work-relevant anchors for learning.

**Instructor-Developer:** A fully certified instructor, generally with one or more years of experience in instruction at CMEL, who has received formal training and may be experienced in curriculum development. This includes instructors who have had experience in developing resident and/or non-resident training programs.

**Program Management Review:** Meeting facilitated by the FAA, for interchange between the FAA and the Contract Program Manager. FAA coordinates information regarding customer requirement, training center status, and event planning schedule.

**Qualified instructor:** A person employed by the contractor who has demonstrated mastery of the skills, knowledge, and abilities expected of CMEL instructors either by completion of the Developmental Program as described in paragraph C.1.4.1 or by qualification on the basis of equivalent training or work experience. A Qualified Instructor is in the process of becoming fully certified to instruct in all segments of one or more CMEL courses, as described in the instructor Certification Program.

**Resident Training:** Formal classroom training conducted and administered in residence at the CMEL.

**Revision:** The process of effecting changes to CMEL resident and non-resident course materials. Such changes may involve rewriting one or more blocks of instructional material and producing new course book items and course handouts. Course revision is generally a direct result of Federal, Departmental, or agency policies and directives, ratification of a labor agreement, etc. Revisions do not substantively affect course objectives.

**Tasked Order:** The mutually agreed upon performance task (evidenced by date and signature of the COTR) the requested task (ref. Sample- Appendix E).

**Training Plan:** A communication and coordination document, including training planning data, submitted in response to a training proposal originating from an FM policy office. When approved by the policy office, the document becomes a training development plan that serves as the specification for the proposed training.

**Wellness:** A state of mind and body, which enables one to participate fully in work life activity. A wellness program could consist of training in areas such as nutrition, smoking cessation, stress reduction, and exercise. It could also include blood chemistry, body composition, and strength testing.

A complete listing of FAA acronyms can be found at: <http://www.awp.faa.gov/acronyms/default.htm>

**PWS  
Attachment 1 of  
Appendix A**

**GOVERNMENT PROPERTY AND  
EQUIPMENT LIST**

**CMEL  
INSTRUCTIONAL SERVICES**

### CMEL GOVERNMENT PROPERTY AND EQUIPMENT

**Classrooms, breakout rooms, conference rooms, field training equipment and conference support equipment:**

DESCRIPTION	UNIT (each)		LOCATION/USE
			<b>Classroom</b>
Video/Data projectors	1		
LCD Video/Data Projectors	12		
Computers with display and network interface	35		
Projectors 35 mm	9		
Projectors, video	9		
Projectors, overhead	13		
DVD/VHS recorders	8		
Video cassette recorders	28		
Hasels	24		
Audio visual control system	9		
Projection screen	9		
Tables	263		
Chair	440		
Panaboards	9		
			<b>IVT Room</b>
Large screen TV receiver	1		
VHS cassette recorder	1		
Site controller	1		
Keypads	8		
Integrated Receiver decoder	2		
Satellite receiving antenna	1		
Tables	4		
Chairs	9		
			<b>CoLab</b>
LCD Video/Data Projectors	1		
Computer workstations with projection interface, and network	1		
Computer workstations with network interface	24		
VHS cassette recorder	1		
Electronic print boards (PanaBoards)	1		
Tables	14		
Chairs	27		
Projectors overhead	1		

## Government Furnished Equipment (GFE)

DESCRIPTION	UNIT	LOCATION/USE
		CMEL Staff/Contract Support
Computer workstations	80+	
Laptops	20	
Tablet PC	1	
Printers	17	
Scanners	3	
Poster printer	1	
Plotter	1	
Wireless Microphone System	6	
Fax Machine	2	
Chairs	80+	
Monitors (various sizes)	68	
PolyCom System	1	

The CMEL-LAN is a separate (independent of) from FAA LANs. These servers are operating with all of the latest patches and hot fixes.

**NETWORK SYSTEM:**

	CMEL(Center For Management and Executive Leadership )LAN is used by the)
	CMEL utilizes a DELL PowerEdge 2650 SQL Server located and maintained at MMAC.
	2 Compaq ProLiant 6000
	1 Intergraph GL2 (used as a DHCP and Internal Internet Server
	The security software protecting the CMEL system resources is the built-in security of Microsoft Windows NT4, 2000, and 2003 Server.
	Servers are installed with eTrust antivirus software.
	A Gateway 733 is used as the domain controller and DHCP Server for the dorm rooms
	CMEL LAN also includes (150+) HP, Dell, Compaq and Gateway workstations, (733 MHz thru 2.8 GHz) and (33) Notebooks, (HP & IBM, 333 MHz thru 1.1 Ghz)
****	(1) Macintosh PowerMac G4 and (1) Macintosh 9600-300, Avid system are part of the LAN, but are not currently connected to the network.