

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS
OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, & 30

1. REQUISITION NO. **HR-11-347**
114992
 PAGE 1 OF 10

2. CONTRACT NO. **NRC-38-10-723A** 3. AWARD/EFFECTIVE DATE **09-26-2011** 4. ORDER NO. **NRC-HQ-11-T-38-0005** 5. SOLICITATION NUMBER **114992** 6. SOLICITATION ISSUE DATE

7. FOR SOLICITATION INFORMATION CALL: a. NAME b. TELEPHONE NO. (No Collect Calls) 8. OFFER DUE DATE/LOCAL TIME

9. ISSUED BY **U.S. Nuclear Regulatory Commission**
Div. of Contracts
Attn: Rob Robinson, 301-492-3693
Mail Stop: TWB-01-B10M
Washington, DC 20555 CODE **3100** 10. THIS ACQUISITION IS ☒ UNRESTRICTED OR ☐ SET ASIDE: % FOR:
☒ SMALL BUSINESS ☐ WOMEN-OWNED SMALL BUSINESS (WOSB) ELIGIBLE UNDER THE WOMEN-OWNED SMALL BUSINESS PROGRAM NAICS: 611430
☐ HUBZONE SMALL BUSINESS ☐ ECONOMICALLY DISADVANTAGED WOMEN-OWNED SMALL BUSINESS (EDWOSB) SIZE STANDARD: \$7 Million
☐ SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS ☐ 8(A)

11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED ☒ SEE SCHEDULE 12. DISCOUNT TERMS 13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) 13b. RATING **N/A** 14. METHOD OF SOLICITATION ☐ RFQ ☐ IFB ☐ RFP

15. DELIVER TO **U.S. Nuclear Regulatory Commission** CODE **3100** 16. ADMINISTERED BY **U.S. Nuclear Regulatory Commission**
Div. of Contracts
Mail Stop: TWB-01-B10M
Washington, DC 20555

17a. CONTRACTOR/OFFEROR CODE **SUNTIVA, LLC**
SUNTIVA EXECUTIVE CONSULTING
7600 LEESBURG PIKE STE 440E
FALLS CHURCH VA 220432004
TELEPHONE NO. 17b. PAYMENT WILL BE MADE BY **Department of Interior / NBC**
NRCPayments@nbc.gov
Attn: Fiscal Services Branch - D2770
7301 W. Mansfield Avenue
Denver CO 80235-2230 CODE **3100**

☐ 17c. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER 18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a UNLESS BLOCK BELOW IS CHECKED ☐ SEE ADDENDUM

19. ITEM NO.	20. SCHEDULE OF SUPPLIES/SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	<p>This Task Order is issued under the base contract NRC-38-10-723A - "Organization Development Interventions." The purpose of this Task Order is to support the Office of Enforcement's Internal Safety Culture (ISC) initiative by providing learning opportunities to various audiences throughout the agency on ISC topics, as an interim service until long term approaches and products are determined and developed.</p> <p>Period of Performance: September 26, 2011 to March 31, 2012 Total Amount of Task Order: \$49,870.58 Basic Contract Ceiling: \$1,953,535.00 Total Task Order Value Against Basic Contract: \$791,437.56</p> <p>SBA#: 0353/10/007890</p> <p>See attached pages for additional Contract Terms and for detailed statement of work.</p> <p align="center">(Use Reverse and/or Attach Additional Sheets as Necessary)</p>				

25. ACCOUNTING AND APPROPRIATION DATA **B&R#: 2011-84-51-H-192; Job Code: T8477; BOC: 252A**
Appro. No.: 31X0200; Amount Obligated: \$49,870.68
DUNS#: 167032239; NAICS Code: 236210 26. TOTAL AWARD AMOUNT (For Govt. Use Only)
NTE \$49,870.68

☐ 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4, FAR 52.212-3 AND 52.212-5 ARE ATTACHED. ADDENDA ☐ ARE ☐ ARE NOT ATTACHED.
☒ 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4, FAR 52.212-5 IS ATTACHED. ADDENDA ☐ ARE ☒ ARE NOT ATTACHED

☒ 28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN 1 COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED 29. AWARD OF CONTRACT: REF. OFFER DATED YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN IS ACCEPTED AS TO ITEMS:

30a. SIGNATURE OF OFFEROR/CONTRACTOR **Brian W. Lottus** 31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER) **Erika Eam**
 30b. NAME AND TITLE OF SIGNER (TYPE OR PRINT) **Brian W. Lottus, VP** 30c. DATE SIGNED **9-29-11** 31b. NAME OF CONTRACTING OFFICER (TYPE OR PRINT) **Erika Eam**
Contracting Officer 31c. DATE SIGNED **9/26/2011**

AUTHORIZED FOR LOCAL REPRODUCTION PREVIOUS EDITION IS NOT USABLE STANDARD FORM 1449 (REV. 5/2011) Prescribed by GSA - FAR (48 CFR) 53.212

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TASK ORDER TERMS AND CONDITIONSNOT SPECIFIED IN THE CONTRACT**A.2 PRICE/COST SCHEDULE**

ITEM NO.	DESCRIPTION OF SUPPLIES/SVCS	QTY UNIT	UNIT PRICE	AMOUNT
1	LOGISTICAL SUPPORT ACTIVITIES	40.00 HOURS	\$121.07	\$4842.80
2	CONSULTANT ACTIVITIES	188.00 HOURS	\$239.51	\$45,027.88
GRAND TOTAL ---				\$49,870.68 =====

A.3 NRC Acquisition Clauses - (NRCAR) 48 CFR Ch. 20**A.4 Other Applicable Clauses**

☐ See Addendum for the following in full text (if checked)

☐ 52.216-18, Ordering

☐ 52.216-19, Order Limitations

☐ 52.216-22, Indefinite Quantity

☐ 52.217-6, Option for Increased Quantity

☐ 52.217-7, Option for Increased Quantity Separately Priced Line Item

☒ 52.217-8, Option to Extend Services

☒ 52.217-9, Option to Extend the Term of the Contract

A.5 52.217-8 OPTION TO EXTEND SERVICES (NOV 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor within 60 days.

A.6 52.217-9 OPTION TO EXTEND THE TERM OF THE CONTRACT (MAR 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor within 60 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 days before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed four (4) years.

A.7 SEAT BELTS

Contractors, subcontractors, and grantees, are encouraged to adopt and enforce on-the-job seat belt policies and programs for their employees when operating company-owned, rented, or personally owned vehicles.

A.8 WHISTLEBLOWER PROTECTION FOR NRC CONTRACTOR AND SUBCONTRACTOR EMPLOYEES (JULY 2006)

(a) The U.S. Nuclear Regulatory Commission (NRC) contractor and its subcontractor are subject to the Whistleblower Employee Protection public law provisions as codified at 42 U.S.C. 5851. NRC contractor(s) and subcontractor(s) shall comply with the requirements of this Whistleblower Employee Protection law, and the implementing regulations of the NRC and the Department of Labor (DOL). See, for example, DOL Procedures on Handling Complaints at 29 C.F.R. Part 24 concerning the employer obligations, prohibited acts, DOL procedures and the requirement for prominent posting of notice of Employee Rights at Appendix A to Part 24.

(b) Under this Whistleblower Employee Protection law, as implemented by regulations, NRC contractor and subcontractor employees are protected from discharge, reprisal, threats, intimidation, coercion, blacklisting or other employment discrimination practices with respect to compensation, terms, conditions or privileges of their employment because the contractor or subcontractor employee(s) has provided notice to the employer, refused to engage in unlawful practices, assisted in proceedings or testified on activities concerning alleged violations of the Atomic Energy Act of 1954 (as amended) and the Energy Reorganization Act of 1974 (as amended).

(c) The contractor shall insert this or the substance of this clause in any subcontracts involving work performed under this contract.

A.9 AUTHORITY TO USE GOVERNMENT PROVIDED SPACE AT NRC HEADQUARTERS (JUL 2007)

Prior to occupying any government provided space at NRC HQs in Rockville Maryland, the Contractor shall obtain written authorization to occupy specifically designated government space, via the NRC Project Officer, from the Chief, Space Design Branch, ADSPC. Failure to obtain this prior authorization can result in one, or a combination, of the following remedies as deemed appropriate by the Contracting Officer.

- (1) Rental charge for the space occupied will be deducted from the invoice amount due the Contractor
- (2) Removal from the space occupied
- (3) Contract Termination

A.10 PROHIBITION OF FUNDING TO ACORN (NOV 2009)

In accordance with section 163 of the Continuing Appropriations Resolution, 2010, Division B of Public Law No. 111-68 (CR), until further notice, no federal funds may be provided to the Association of Community Organizations for Reform Now (ACORN), or any of its affiliates, subsidiaries, or allied organizations. Additional information can be found at: http://www.whitehouse.gov/omb/assets/memoranda_2010/m10-02.pdf

A.11 REDUCING TEXT MESSAGING WHILE DRIVING (OCT 2009)

(a) In accordance with Section 4 of Executive Order 13513, "Federal Leadership on Reducing Text Messaging While Driving," (October 1, 2009), the Contractor or Recipient is encouraged to:

(1) Adopt and enforce policies that ban text messaging while driving company-owned or rented vehicles or Government-owned vehicles, or while driving privately-owned vehicles when on official Government business or when performing any work for or on behalf of the Government; and

(2) Consider new rules and programs to further the policies described in (a)(1), reevaluate existing programs to prohibit text messaging while driving, and conduct education, awareness, and other outreach programs for employees about the safety risks associated with text messaging while driving. These initiatives should encourage voluntary compliance with the text messaging policy while off duty.

(b) For purposes of complying with the Executive Order:

(1) "Texting" or "Text Messaging" means reading from or entering data into any handheld or other electronic device, including for the purpose of SMS texting, e-mailing, instant messaging, obtaining navigational information, or engaging in any other form of electronic data retrieval or electronic data communication.

(2) "Driving" means operating a motor vehicle on an active roadway with the motor running, including while temporarily stationary because of traffic, a traffic light or stop sign, or otherwise. It does not include operating a motor vehicle with or without the motor running when one has pulled over to the side of, or off, an active roadway and has halted in a location where one can safely remain stationary.

(c) The Contractor or Recipient shall encourage its subcontractor(s) or sub-recipient(s) to adopt and enforce the policies and initiatives described in this clause.

United States
Nuclear Regulatory Commission
Washington, DC 20555-0001

Issued by: Patricia Adelstein, NRC Project Officer

Background

The NRC has a longstanding history of promoting a positive safety culture internally to support the agency in achieving its mission. In response to Commission direction to identify potential initiatives to improve the agency's internal safety culture, the Internal Safety Culture Task Force, composed of employees and managers from across the agency, was formed from October 2008 to May 2009. In focusing on areas for enhancement, the Task Force made a set of recommendations for continuous improvement, as documented in SECY 06-0068, "Report of the Task Force on Internal Safety Culture." All the recommendations were approved by the EDO for implementation. One of the recommendations was to develop training for all employees on safety culture principles and expectations and on interpersonal skills critical to support a strong safety culture, with specific focus on new employees and supervisors. Activities have been underway to develop and provide training activities and products for various audiences.

Request

The Office of Enforcement (OE) has been provided dedicated resources to support agency wide and office specific internal safety culture activities and has been working closely with the Office of Human Resources (HR). One of these activities is the development of training for supervisors on creating and supporting an environment where employees are comfortable speaking up and sharing concerns and differing views without fear of negative consequences, which is described in the agency as an Open Collaborative Work Environment (OCWE). OE and HR will be conducting a training needs analysis to determine the best long term approach and products in this area for the agency. Another activity OE and HR will be working on in the near term is the development of an updated framework and terminology for defining internal safety culture, with agency wide involvement and engagement, based on recent developments in the agency's external safety culture activities (e.g., for the regulated community). As part of this activity, a strategy for communicating the updated framework and terminology will be developed, which could include additional training activities if needed.

While those activities are in process over the next several months, OE requests contractor assistance in providing learning opportunities to various audiences throughout the agency on topics related to internal safety culture, as an interim service, until long term approaches and products are determined and developed. Examples of these types of learning opportunities include seminars, featured speakers, and workshops.

Topics could be related to:

- Developing and improving interpersonal skills important to a strong safety culture and to agency effectiveness, such as how to create and promote an environment where people feel comfortable speaking up, how to effectively raise concerns, how to conduct constructive disagreements, the benefits and values of diverse views, etc.
- Concepts and practices related to safety culture, such as questioning attitude, prioritizing safety over production, and leadership's role.
- Lessons learned implications from recent events in the nuclear industry or other industries that have a nexus to safety culture.

Audiences for specific events may vary, and could include employees, supervisors, managers, cross-sections of individual offices, or mixed agency wide audiences, etc. The Organizational Development (OD) Project Officer and OE Senior Safety Culture Program (SSCP) Manager, in coordination with the HRTD Leader's Academy project officer, will jointly make key decisions regarding proposed events that are designed to improve or address specifically:

- NRC staff interpersonal and leadership skills development;
- OPM Executive Core Qualifications (ECQs);
- NRC supervisory training requirements, and
- Intact workgroup development or continuous improvement.

The OD Project Officer and OE SSCP will also provide details to the contractor when making each specific request, including topic, audience, timeframe, etc., and provide guidance and feedback to the contractor to develop the most appropriate content and delivery method.

Also, the contractor will develop and administer an evaluation after each event. The purpose of gathering this information is to help plan long term activities. If requestedⁱ by NRC, the contractor will also develop a pre and post test to be administered immediately before and after a learning event. Periodically, at the request of the NRC OD contract project officer, Suntiva will prepare and administered a Kirkpatrick Level 3 evaluation. This evaluation would be administered at an appropriate time after students/attendees have returned to work. The purpose of the Level 3 evaluation is to obtain a deeper understanding of the training's impact on staff behavior and agency culture for planning purposes.

Timeframe

September 26, 2011 – March 31, 2012

Goals

Short term

1. Provide learning opportunities to various audiences in the agency on internal safety culture related topics, to advance the knowledge among the agency staff in this area and to provide guidance and tools for engaging in behaviors which support a positive safety culture. Provide short term solutions until longer term solutions are developed.

Long term

1. Provide input on the effectiveness and interest levels of the learning opportunities to inform the development of longer term solutions.

Please provide the following services and deliverables:

1. A high level project plan.
2. Planning and coordination of the identified learning event (e.g., workshop; seminar etc.).
3. Holding the identified learning event.
4. Solicitation of evaluation of the event from participants, which may include a Kirkpatrick Level 3 evaluation for client designated events.
5. If requested, development of a pre and post-test as warranted by goals of the event.

Also, for each learning event, the NRC Project Officer in consultation with the client, will develop a document that identifies the specific deliverables and services required for that particular learning event. The document will include

the goals of the event, the specific deliverables, and any other specific requirements. All deliverables and requirements will be aligned with the broad requirements designated in this work order. The NRC Project Officer, contract officer and client must agree to the specifics in the document before moving forward. The NRC Project Officer will coordinate this process.

Examples of possible learning events and services include:

- 1) Training sessions – Conduct half or full day training sessions on topics relevant to NRC's internal safety culture. Participants dive more deeply in their learning on a specific topic or topics relates to safety culture. These more in-depth training sessions could be conducted for intact teams or mixed groups of employees or managers throughout the NRC.
- 2) Guest speakers – Suntiva will research and organize knowledgeable guest speakers to present on the topic of safety culture as relevant to an organization like the NRC. Possible guest speakers could include experts from other agencies, the nuclear industry, or other industries that must also foster strong safety culture.
- 3) Lunch and learn series - Managers or employees meet for 90 minutes sessions focusing on targeted content areas. Consultants will deliver 45 minute presentations on pre-selected safety culture related topics. The remainder of the session will be devoted to facilitated large and small group discussions which will help managers or employees apply their learning to real life situations. Each session will end with a commitment to action.
- 5) Action Learning - Action Learning is a powerful tool for solving problems and for building leaders, teams, and organizations. It is a process that involves a small group (4-8) working on real problems, taking action, and learning as individuals and as a team while doing so. Typically the group tackles a project, challenge, or problem, using reflective questioning and listening to develop strategies and then take action. The problems/challenges can be organizational issues or they can be individual issues. Action Learning groups related to a specific NRC safety culture issue would be facilitated by a Suntiva consultant.
- 6) Managerial round tables - These are facilitated sessions in which managers meet on a regular basis to talk about the application of safety culture concepts and frameworks to real life in the NRC. The facilitator also assigns related questions to the managers to think and/or write about in addition to relevant reading materials. During the 1-1.5 hour round table discussions, the facilitators will guide the group in sharing their thoughts about the topic and the application to their role at the NRC.
- 7) Radical Collaboration workshops – Suntiva is certified to facilitate Harvard's Radical Collaboration workshops. Collaboration requires both a collaborative mindset supported by a strong collaborative skill set. The Radical Collaboration® program is a catalyst for building more effective work environments and more trusting relationships. It offers practical collaborative skills to leverage the effectiveness of all relationships and environments, particularly among team members and between departments, customers, suppliers, and partners. Facilitated by Suntiva's certified Senior Radical Collaboration® Trainer, the program teaches five skills that are absolutely essential for building and maintaining collaborative environments and negotiating relationship conflict. Utilizing lively simulation, brief lectures, case studies, self-assessments, individual and small group planning sessions, and group debriefs participants will:
 - Gain an understanding of their current collaboration strategies, and the impact of those strategies on long-term working relationships.
 - Explore defensiveness and self-accountability issues.
 - Learn the skills necessary to utilize an interest-based approach.
 - Formulate action plans for solving real-time work issues focusing on self-accountability, open communication and clear intentions.

OE leadership (or their designate) will be responsible for administrative and logistical activities that might be required to implement this work order.

These may include:

- Providing the funding and administrative management of non-NRC meeting sites;
- Scheduling meetings with the consultant at mutually convenient times;
- Providing the consultant an NRC work space periodically and upon request; and
- Providing the consultant escort support in and out of the building and to breaks, as needed.

Suntiva and NRC project officers will identify, at the entry meeting, the distinctions between Suntiva administrative responsibilities and NRC's.

Suntiva consultants will be responsible for providing deliverables and services as identified in this work order. Suntiva project director will submit a monthly status report to the client leadership and to the HR program manager.

ACTIVITIES AND DELIVERABLES FOR EACH EVENT		
SERVICE OR DELIVERABLE	GOALS FOR SERVICE OR DELIVERABLE	HOURS
I. Submit aligned high level engagement project plan (Deliverable 1).	Clear alignment around the goals and proposed timeline for the work.	6
II. Hold entry meetings with the OE Program Manager, OD Project Officer, and the consultant.	Clear alignment around the goals and proposed timeline for the work that will inform the project plan.	8
III. Consult with OE Program Manager and OD Project Officer on an as needed basis to determine the most effective and appropriate learning solution.	Ensure the use of the optimal learning solution for the area of focus and the targeted audience.	30 hours
IV. For each workshop, seminar or other learning event, create learning objectives, design materials, and facilitate the learning event (Deliverables 2 and 3).	Learning events that deepen the skills and knowledge of NRC participants in a way that fosters a strong internal safety culture within the organization.	TBD based on event
V. Develop and administer an evaluation for specified learning events, including a pre-and post test if requested. Develop and administer one Level 3 Kirkpatrick evaluation at the request of the NRC OD project officer (Deliverables 4 and 5).	Understanding of the effectiveness of the learning event to inform future related activities.	TBD based on event
	Logistical Support Activities: 40 hours at \$121.07. Consultant Activities: 188 hours at \$239.51	40 hours 188 hours 228 hours total

NOTE: START DATE: September 6, 2011. Suntiva, Inc. shall not exceed the amount of \$50,000, without prior authority from the Project Officer, which necessitates amendment to the work order letter. The hourly rate will be \$239.51 for standard consultant/facilitator work activities and \$121.07 for logistical support activities. Also note that all contract work must be completed by March 31, 2012, unless approved by the Project Officer. If travel is required, costs will be billed at cost and will observe government travel regulations.

¹ Due to the nature of the event.