

2. AMENDMENT/MODIFICATION NO. M0020	3. EFFECTIVE DATE See Block 16C	4. REQUISITION/PURCHASE REQ. NO. ZEROREQ-OCHCO-20-0050	5. PROJECT NO. (If applicable)
6. ISSUED BY      CODE US NRC - HQ ACQUISITION MANAGEMENT DIVISION MAIL STOP TWFN-07B20M WASHINGTON DC 20555-0001		7. ADMINISTERED BY (If other than Item 6)      CODE	

8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) VANTAGE HUMAN RESOURCE SERVICES INC ATTN BUTCH WARDLAW 1050 17TH ST NW STE 600 WASHINGTON DC 20036-4424	(x)	9A. AMENDMENT OF SOLICITATION NO.
		9B. DATED (SEE ITEM 11)
	x	10A. MODIFICATION OF CONTRACT/ORDER NO. GS10F0019J NRC-HQ-84-16-T-0001
CODE    072654999      FACILITY CODE		10B. DATED (SEE ITEM 13) 09/01/2016

**11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS**

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers  is extended.  is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning \_\_\_\_\_ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)  
N/A

**13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.**

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
X	D. OTHER (Specify type of modification and authority) FAR 1.602-3 Ratification of an Unauthorized Commitment

**E. IMPORTANT:** Contractor  is not.  is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)  
\*\*SEE PAGE TWO (2) FOR DESCRIPTION OF MODIFICATION TO RATIFY AN UNAUTHORIZED COMMITMENT FOR ADDITIONAL WORK PERFORMED UNDER CLIN 2015 FOR THE CUSTOMIZATION AND DELIVERY OF A COURSE ENTITLED, "NRC CULTURE: WHO WE ARE AND WHO WE WANT TO BE."

Total Ceiling (Base and All Options): \$1,500,000.00 (Unchanged)  
Total Obligations: \$1,055,280.93 (Unchanged)  
Period of Performance: 09/01/2016 to 08/31/2020

Except as provided herein, all terms and conditions of the document referenced in Item 9 A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print)	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) JENNIFER A. DUDEK TEL: 301-415-2257      EMAIL: Jennifer.Dudek@nrc.gov
15B. CONTRACTOR/OFFEROR  <i>(Signature of person authorized to sign)</i>	15C. DATE SIGNED
	16B. UNITED STATES OF AMERICA  <i>(Signature of Contracting Officer)</i>
	16C. DATE SIGNED 03/09/2020

The purpose of this modification is to ratify an unauthorized commitment for additional work performed on the customization of a Vantage Human Resource Services, Inc. COTS course to create a 1-day classroom course focused on U.S. Nuclear Regulatory Commission (NRC) culture entitled, "NRC Culture Who We Are and Who We Want to Be."

Additional work included delivery of additional pilot course sessions as well as subsequent required course materials revisions. Final delivery of the customized course curriculum for "NRC Culture Who We Are and Who We Want to Be," was made by Vantage Human Resource Services, Inc. to the NRC in October 2019. This modification with payment releases and forever discharges the Government, its officers, agents and employees from any and all claims however, derived, and Vantage Human Resource Services, Inc. agrees to refrain from lodging lawsuits in any forum, for additional adjustments or compensation arising under, or related to, this ratification of additional cost incurred of [REDACTED]. The parties agree that the services provided and compensation provided by this modification constitute the complete and final agreement for compensation of all costs associated with this ratification. Vantage Human Resource Services, Inc. expressly represents and acknowledges that in agreeing to the terms and adjustment contained herein, it has considered and made allowances for every cost, regardless of when incurred, for its interest related to the cost ratified, including any interest and attorney's fees. Accordingly, the contract is hereby modified as follows:

1) Section B, PRICE/COST SCHEDULE, CLIN 2015 is hereby increased by [REDACTED] from [REDACTED] to [REDACTED]:

CLIN	Description	Quantity	Fixed Unit Price
2015	Customization of COTS Course - Classroom Course <i>Culture and Organizational Values Management</i> (Major Customization)	1	[REDACTED]

2) Attachment 1 replaces the *Written Order for Major Customization of Vendor's Culture Course*.

All other terms and conditions of this contract remain unchanged.

**Written Order for Major Customization of Vendor's Culture Course**  
**Vantage Contract # GS-10F-0019J / NRC-HQ-84-16-T-0001**  
Revised March 2020

**Objective**

The NRC's 2-day classroom course *Culture and Organizational Values Management* (#1250) is part of the new supervisor curriculum. The course was last revised in 2009 and no longer reflects the agency's current or future organizational culture. Changes in the nuclear energy industry and shrinking internal and external Federal resources have caused NRC to reexamine its processes, procedures, leadership development programs, and workforce skills to foster the innovation, agility and risk-informed decision making that will be needed to sustain the agency and its mission. NRC's organizational culture, based on existing values and mission, must be transformed to sustain NRC's future. Leadership is key to this organizational change.

To support this cultural change, NRC has developed the NRC Leadership Model. The model provides explicit leadership behaviors all NRC employees should demonstrate as individuals, and leaders in support of accomplishing our mission. Anchored by the NRC Principles of Good Regulation and Organizational Values, these characteristics are integral to promoting and sustaining a culture that strives for organizational effectiveness, efficiency and agility. The six principles are: empowerment and shared leadership, innovation and risk tolerance, diversity of thought, receptivity of new ideas and thinking, collaboration and teamwork, and participative decision making.

NRC needs a 1-day classroom course to replace the current culture and organizational values course. This course will not only support new supervisor development but will serve as the foundation training for all NRC employees, introducing them to the NRC Leadership Model and its role for moving NRC forward. This course will also provide a springboard for later expanding the NRC Leadership Academy to include learning activities and events that provide application of the principals covered in the course, and pathways for changing the organizational culture from its current state to one that embodies the Leadership Model.

**Scope of Work**

NRC wishes to customize Vantage's 1-day classroom course *Organizational Change*. (See Appendix A.) This major customization will incorporate the NRC Leadership Model into the course content, as well as include discussions on the connection between the model and the agency's future, and application of the model's behaviors in the agency's work. The course will include group activities, exercises and case studies, as appropriate. The exact content of the course will be based upon a limited needs assessment of the Leadership Model, current organizational culture, and NRC's strategic plans for the future, as well as research on how other Federal agencies and organizations effectively implement organizational change. This project will include needs analysis, course redesign, and the development of new and additional training content and instructional activities, pilot offerings (maximum of 3), post pilot

evaluations and course changes (as determined by the pilots). The needs analysis will, as appropriate, include research of other Federal and non-governmental organizations (related to organizational change and implementation), and meetings with NRC staff. The exact content of the course will be determined once the project is underway, based on the needs analysis and research. Based on the course design and content, this project may also contain post-course learning activities to apply the learning beyond the classroom.

### **Deliverables**

- Project plan outlining estimated project schedule and deliverables
- Needs Assessment
  - Surveys
  - Interview questionnaires
  - Focus Group questions and script
  - Summary of research on organizational change
  - Analysis of data collected from NRC surveys, interviews, and focus groups
  - Brief Needs Assessment Report
- 1-day classroom course: Course design and development activities producing the following
  - Course participant guide and learner activity handouts and materials
  - Course PowerPoint slides
  - Abbreviated instructor's guide containing agenda and timing, key teaching concepts (in brief paragraph or bulleted form) and directions for learning activities including timing and debriefing instructions
  - URL links, videos or any other instructional materials needed to deliver the class
- Pilot course deliveries (Maximum of three (3))
- Post-pilot evaluations
- Incorporate changes from the post-pilot evaluation, complete additional pilot courses as needed (maximum of 3 pilot courses); update the Instructor's Guide and Participant Handbook based on feedback from course participants, the Instructor Team, NRC's curriculum developers; and develop final course materials.
  - Deliverables:
    - Updated Participant Guide
    - Updated PowerPoint Slides
    - Updated Instructor's Guide
    - URL links, videos, and any other supplemental instructional materials used to deliver the class
    - Pilot course number 2 including
      - trainer preparation (2 trainers);
      - assign a team member to take notes during training, document feedback from course participants upon completion of training, and forward notes to the NRC-Vantage team;
      - participate in a post-pilot conference call; and
      - update the Instructor's Guide and Participant Handbook based on the team's conclusions from the conference call.

- Pilot course number 3 including
  - trainer preparation (2 trainers);
  - assign a team member to take notes during training, document feedback from course participants upon completion of training, and forward notes to the NRC-Vantage team;
  - participate in a post-pilot conference call; and
  - update the Instructor's Guide and Participant Handbook based on the team's conclusions from the conference call.

### **Assumptions and Constraints**

- This project will be conducted following the standards and scope outlined in the contract, and the course will be designed based upon the ADDIE process and sound instructional design principles.
- All final project deliverables must be approved by the OCHCO project lead and the contract COR.
- Access to NRC staff and materials will be determined by OCHCO project lead.
- Staff availability may be limited and OCHCO realizes that as such, the depth of the needs analysis will only be as deep as is possible based upon the staff and documentation/materials provided the vendor.
- NRC will do its best to review and provide feedback on all project drafts and deliverables within the agree upon project plan; however, unforeseen circumstances may cause some delays. Should such instances occur, the project schedule can be adjusted, as agreed upon the vendor the OCHCO project lead.
- The OCHCO project lead must approve all interim and final project deliverables before the vendor can proceed with moving forward to the next phase of the project or completing the project.
- The OCHCO Project Lead is Dennise Orlando, Sr. Instructional Systems Designer.

### **Period of Performance**

The period of performance for this task order is September 1, 2018 to October 30, 2019.

### **Price**

The work conducted under this order will be done in accordance with the contract.

## APPENDIX A

### Vantage Course Description

**Course Title:** Organizational Culture

**Instructional Format and Content:** Instructor-Led, Group Discussions, Small-Group Exercises, Case Studies.

**Duration:** 1-Day Course

### Course Description

Understanding, shaping, and promoting organizational culture is a key leadership and followership responsibility. Successful organizations recognize the importance of establishing and maintaining a strong, consistent, organizational culture. However, consistency is not universally emphasized, communicated, or practiced throughout many organizations. Strengthening a common understanding of organizational culture and the associated expectations requires leadership and followership that are both committed to putting efficiency and effectiveness first. Front-line communicators, an organization's leaders (managers and supervisors), shoulder the responsibility for communicating and championing messages consistent with an organization's objectives and goals, and implementing the tactics and strategies to effectively achieve these ends.

This course examines several visible and invisible aspects of organizational culture; values, assumptions, artifacts, and behaviors, and ties these observations to techniques and strategies that all staff members can employ to enhance their particular organization's performance. First, participants will define the organizational culture at their particular organization. Next, they will learn to differentiate between assumptions that support and erode positive, organizational culture. Finally, participants will discover the roles and responsibilities of leaders (supervisors and managers) and subordinates (followers) in creating and maintaining trust and open communication that supports positive, organizational culture.

### Course Purpose and Goals

This course develops leadership and followership competencies in supervisors, managers, and subordinate staff members that shape organizational culture that supports the highest levels of awareness in alignment with a company's mission, goals, strategies, and values. This course enables participants to:

- Observe, navigate, and champion efficient and effective organizational culture
- Analyze, compare, and evaluate the theory that the invisible aspects of organizational culture drive organizational performance
- Demonstrate leadership and followership that supports strong, sustainable organizational culture
- Recognize and adopt leadership and followership strategies for positive, organizational cultural change

### **Training Highlights and Objectives**

- Define your company's organizational culture
  - Define organizational culture generally
  - Describe a model of organizational culture
  - Identify the specifics of organizational culture and subculture
  - Discuss your company's organizational culture and the role of leadership and followership
  - Discuss how to increase self-awareness of culture and subculture in your organization
- Differentiate between assumptions that support and erode organizational culture
  - Compare your organization's espoused values to the values exhibited by its members
  - Examine leadership styles and belief systems that affect the establishment and maintenance of positive, organizational culture
  - Demonstrate behaviors that promote a strong organizational culture
- Discover the roles and responsibilities of leaders (supervisors and managers) and followers (subordinates) in creating and maintaining trust and open communication within your organization
  - Discuss communication strategies
  - Identify strategies for culture changes
  - Develop personal action plans to influence a positive organizational culture in alignment with your company's mission, goals, strategies, and values

### **Module 1: Introduction to Organizational Culture Theory and Practice**

- Organizational Culture Defined
- Iceberg Model: Visible and Invisible Organizational Culture
- Johari Window: Self and Other Awareness

- The Edgar Schein Model of Organizational Culture: Artifacts, Beliefs and Values, and Assumptions
  - Organizational Culture and Subculture
  - Appreciative Inquiry (AI), Organizational Culture and Subculture Behaviors, and Potential Culture Clashes

## **Module 2: Exploring Culture and Subculture at Your Organization**

- Your Organizational Strengths and Weaknesses
  - List and Describe Your Organization's Espoused Values, Goals, Objectives, and Link them to Strategic Outcomes
  - Identify and List Organizational Artifacts
  - Identify and Analyze Any Hidden Values, Goals, and Objectives
  - Identify and Discuss Underlying Assumptions
- Dynamics of Culture: Groupthink, Sensemaking, and Polarity
- Leadership and Followership Styles
- Case Studies

## **Module 3: Organizational Culture and Organizational Communication**

- Communication Strategies
  - Organizational Communication for Leaders and Followers: Communicating Expectations
  - ♦ Communication Strategies Through Both Words and Deeds
  - ♦ Appreciative Inquiry (AI)
- Culture Change Strategies
  - Engendering Trust Throughout the Organization
  - ♦ Organizational Culture as an Impediment to Effective Organizational Communication
  - ♦ Obstacles: Moving from Other-Directed to Self-Directed Action
- Developing Culture Change Action Plans
  - ♦ Tips for Leading High Performance Cultures



**Example Agenda (1-Day Course)**

<b>Time</b>	<b>Item</b>	<b>Description</b>
8:00 am – 8:15 am	Introductions	Instructor, Participants, and the Course
8:15 am – 9:15 am	Module 1	Introduction to Organizational Culture Theory and Practice
9:15 am – 10:15 am	Module 1	Introduction to Organizational Culture Theory and Practice (cont.)
10:15 am – 10:30 am	Break	Morning Break
10:30 am – 11:30 am	Module 2	Exploring Culture and Subculture at Your Organization
11:30 am – 12:30 pm	Module 2	Exploring Culture and Subculture at Your Organization (cont.)
12:30 pm – 1:30 pm	Lunch	Midday Break
1:30 pm – 2:30 pm	Module 3	Organizational Culture and Organizational Communication
2:30 pm – 2:45 pm	Break	Afternoon Break
2:45 pm – 3:45 pm	Module 3	Organizational Culture and Organizational Communication (cont.)
3:45 pm – 4:45 pm	Module 3	Organizational Culture and Organizational Communication (cont.)
4:45 pm – 5:00 pm	Summary	Summary of the Course
5:00 pm	Adjourn	End of the Course