

2. AMENDMENT/MODIFICATION NO. M0021	3. EFFECTIVE DATE See Block 16C	4. REQUISITION/PURCHASE REQ. NO. OCHCO-20-0079	5. PROJECT NO. (If applicable)
6. ISSUED BY US NRC - HQ ACQUISITION MANAGEMENT DIVISION MAIL STOP TWFN-07B20M WASHINGTON DC 20555-0001	CODE NRCHQ	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
		10B. DATED (SEE ITEM 13) 09/01/2016
CODE 072654999	FACILITY CODE	

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) See Schedule	Net Increase:	\$200,000.00
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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).
X	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF: FAR 52.214 (c) - Changes
	D. OTHER (Specify type of modification and authority)

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 PROVIDE INCREMENTAL FUNDING IN THE AMOUNT OF \$200,000.00 AND REVISE THE PRICE SCHEDULE AND PERFORMANCE WORK STATEMENT TO REQUIRE THE CONTRACTOR TO PRINT ALL COURSE MATERIALS.

Total Ceiling (Base and All Options): \$1,500,000.00 (Unchanged)
This Action Obligation Amount: \$200,000.00
Total Obligations: \$1,255,280.93 (Changed)
Ultimate Period of Performance (Base and All Options): 09/01/2016 to 08/31/2021 (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 04/08/2020

The purpose of this modification is to: 1) provide incremental funding in the amount of \$200,000.00, thereby increasing the funding from \$1,055,280.93 to \$1,255,280.93; 2) revise the contract’s price schedule for Option Year 3 and 4 to add in CLINs for: a) EQi Assessments; b) Printed Participant Course Handbooks & Handouts; and c) Shipping of Printed Participant Course Materials; 3) revise the Performance Work Statement to require the contractor to print all course materials. Accordingly, the contract is hereby modified as follows:

- 1) Section **NRCB060 CONSIDERATION AND OBLIGATION – DELIVERY ORDERS**, paragraph (c), sentence 1 is deleted in its entirety and replaced with the following:

“(c) The amount presently obligated with respect to this order is **\$1,255,280.93.**”

- 2) Section **PRICE SCHEDULE**, Option Year 3 and Option Year 4 is deleted in its entirety and replaced with the following:

Option Year 3: September 1, 2019 – August 31, 2020

CLIN	NRC Internal Course	Fixed Unit Price
3001	½ day class (4 hours)	██████
3002	1 day course (8 hours)	██████
3003	1.5 day course (12 hours)	██████
3004	2 day course (16 hours)	██████
3005	2 day course (16 hours) includes individual coaching for each participant	██████
CLIN	COTS Courses	Fixed Unit Price
3006	½ day class (4 hours)	██████
3007	1 day course (8 hours)	██████
3008	1.5 day course (12 hours)	██████
3009	2 day course (16 hours)	██████
CLIN	Instruments & Materials Needed To Support Classroom Courses	Fixed Unit Price
3010	MBTI	██████
3011	Strength Deployment Inventory (SDI)	██████
3012	Firo-B	██████
3013	EQi Assessment	██████
3014	Printed Participant Course Handbook & Handouts (price per participant)	██████
CLIN	Personnel	Fixed Hourly Rate
**3015	Offsite Project Manager	██████
**3016	Project Assistant	██████

** Loaded Hourly Rates – The fixed price hourly rate listed is “loaded” and shall include the following: salary cost or consulting fee of the individual providing services; payroll costs (fringe benefit, FICA etc.) Indirect costs applicable to labor and profit or fee, if any.

Option Year 4: September 1, 2020 – August 31, 2021

CLIN	NRC Internal Course	Fixed Unit Price
4001	½ day class (4 hours)	██████████
4002	1 day course (8 hours)	██████████
4003	1.5 day course (12 hours)	██████████
4004	2 day course (16 hours)	██████████
4005	2 day course (16 hours) includes individual coaching for each participant	██████████
CLIN	COTS Courses	Fixed Unit Price
4006	½ day class (4 hours)	██████████
4007	1 day course (8 hours)	██████████
4008	1.5 day course (12 hours)	██████████
4009	2 day course (16 hours)	██████████
CLIN	Instruments & Materials Needed To Support Classroom Courses	Fixed Unit Price
4010	MBTI	██████████
4011	Strength Deployment Inventory (SDI)	██████████
4012	Firo-B	██████████
4013	EQi Assessment	██████████
4014	Printed Participant Course Handbook & Handouts (price per participant)	██████████
CLIN	Personnel	Fixed Hourly Rate
**4015	Offsite Project Manager	██████████
**4016	Project Assistant	██████████

*** Loaded Hourly Rates – The fixed price hourly rate listed is “loaded” and shall include the following: salary cost or consulting fee of the individual providing services; payroll costs (fringe benefit, FICA etc.) Indirect costs applicable to labor and profit or fee, if any.*

Other Direct Costs (ODCs)

CLIN	Description	Not to Exceed Amounts
5001	Alternate Training Venue	██████████
5002	Guest Speaker Fees	██████████
5003	Executive Leadership Seminar Coordination Fee	██████████
5004	Travel	██████████
5005	Shipping of Printed Participant Course Materials (i.e., Handbooks & Handouts)	██████████

- 3) **SECTION C – Description/Specifications** is deleted in its entirety and replaced with Attachment 1.

****NOTE:** The NRC currently has an inventory of various course materials. In order to ensure that inventory is used and resources conserved, during the transition timeframe of **Date of Award of This Modification** through **September 30, 2020**, the NRC Contracting Officer's Representative (COR) will provide technical direction 30-days prior to each course on which materials are required to be printed to support the course delivery.**

All other terms and conditions of this contract remain unchanged.

SECTION C – Description/Specifications

PERFORMANCE WORK STATEMENT (PWS) Leadership Development Delivery Training

C.1 Title of Project

This is a non-personal services contract/order to enhance the skills and knowledge of its employees (non-supervisor, supervisor and manager) in grade levels GG-7 through SES by offering state of the art leadership development, career program training courses and other developmental activities.

To expand further, NRC strives to:

- Sustain a high performing workforce;
- Maintain and enhance the professionalism of its employees;
- Build public's confidence and trust in the NRC;
- Enable the professional staff to meet new challenges confronting them in their positions;
- Prepare employees for management and supervisory responsibilities; and
- Provide high-quality training at reasonable costs.

C.2 Background

The U.S. Nuclear Regulatory Commission (NRC) is an independent Federal agency whose mission is to license and regulate the Nation's civilian use of byproduct, source, and special nuclear materials in order to protect public health and safety, promote the common defense and security, and protect the public and the environment from the effects of radiation. NRC staff license and inspect nuclear reactors, materials, and waste facilities to ensure compliance with applicable codes and standards during all phases of construction, testing, and decommission operation.

The Office of Chief Human Capital Officer (OCHCO), Human Resources and Training (HRTD), provides instructor-led training, (ILT) and distance education courses (e.g., self-study or Web-based training) for its Federal employees in a variety of professional and administrative areas, such as computer training and information technology, leadership, finance, acquisition, human resources, and communication. Most of these professional and administrative courses are funded by HRTD; however, HRTD works closely with all NRC offices and regions to meet the agency's training needs. The agency's instructor-led courses are either off-the-shelf commercial (COTS) courses, or NRC internal courses developed by contractors and in-house staff.

The OCHCO Professional Development Center (PDC) was established to support NRC in-house training requirements at its Headquarters' location. The PDC training facility is located in Rockville, MD and features five classrooms with a capacity for 150 students, and two computer lab training rooms with a combined capacity of 32 students. The PDC also includes a student

lounge and kitchen, an email-checking station, a small exhibit area, staff offices, and two multipurpose rooms.

Instructor-led training held at the PDC is determined by the NRC and includes NRC or contracted instructor-led courses and special learning events. On occasion, the PDC provides classroom instructors and materials to the NRC's sites outside the metropolitan DC area, or facilities near those sites. NRC offices are currently located at Rockville, MD (Headquarters), King of Prussia, PA (Region 1), Atlanta, GA (Region 2), Chicago, IL (Region 3), Arlington, TX (Region 4), and Chattanooga, TN (Technical Training Center [TTC]). NRC is increasing its use of distance education so NRC's remote sites also receive training via the NRC's two-way audio and video teleconferencing (VTC) system, GoToMeeting (the NRC's current webinar system), or iLearn, the NRC's Learning Management System (LMS).

The NRC Leaders' Academy provides a comprehensive, competency-based integrated system to train and develop NRC employees. It also provides current and future agency leaders with training and development opportunities for the full spectrum of leadership competencies outlined by OPM. The Federal Workforce Flexibility Act of 2004 directs agencies to provide specific training to develop supervisors and managers as part of a comprehensive succession management strategy. To implement the requirements of this Act, OPM published final regulations on Supervisory, Management, and Executive Development, 5 CFR part 412, on December 10, 2009. The revised 5 CFR 412.202 discusses systematic training and development of supervisors, managers, and executives, and requires new supervisors to receive:

- Initial supervisory training within one year of the new supervisor's appointment, and
- Retraining in all areas at least once every three years.

Agencies must also provide training when employees make critical career transitions, for instance, from a non-supervisory position to a supervisory position or from manager to executive. This training should be consistent with assessment of the agency's and the employee's needs.

C.3 Objective

The objective of this contract is to enable NRC to obtain the services of skilled facilitators and instructors who can deliver ILT and blending learning without having to hire a cadre of full or part-time instructors. In addition the contract will offer quarterly Executive Leadership Seminars (ELS).

C.4 Scope of Work/Tasks

The contractor shall provide, at the NRC Contracting Officer Representative's (COR) request, the five services listed below.

1. Training Delivery: Instructors
2. Training Delivery: Courses and Course Materials

3. Customization of Off-the-shelf Courses (as needed)
4. Implementation of Executive Leadership Seminars
5. Project Management Support

1. Training Delivery: Instructors

1.1 Requirement

The contractor shall provide qualified instructors to deliver HRTD courses offered at the PDC or NRC's facilities located at Headquarters or the Regional sites. Instructor-led courses may be delivered in the classroom, via GoToMeeting, Adobe Connect or via the NRC's VTC system. Courses include internally developed courses, the contractor's COTS courses, and other off-the-shelf course materials developed by a third-party vendor or contractor. (Note: The number of sessions scheduled per course and the course titles listed in this Statement of Work (SOW) may vary throughout the period of performance based on agency's changing needs and funding levels.)

1.2 Standard

- a. Provide an appropriate number of qualified instructors to teach the anticipated classroom courses set forth in Appendix A. Provide at least one highly qualified primary and one equally qualified back-up instructor for every course. All instructors shall be highly knowledgeable in the subject area, and have strong facilitation skills and experience teaching the topic(s) associated with their teaching assignment. Note: Since most courses associated with this SOW will be held at the PDC, the contractor shall provide sufficient qualified local instructors and not those incurring travel costs.
- a. Provide a qualified alternate instructor if the primary instructor or back-up instructor is unable to teach a scheduled session. Obtain the NRC COR's approval before substituting the alternate instructor. Whenever possible, maintain the approved course schedule when substituting instructors. If a qualified instructor cannot be found for a session date(s), the contractor shall work with the COR to identify an alternative date(s) at no additional cost to the NRC. All alternative delivery dates must be approved by the COR.
- b. Provide each instructor all the course information necessary to successfully teach their assigned course session(s). Make sure each instructor adequately prepares for each session including reviewing the course materials and conversing with NRC subject matter experts (SMEs), as directed by the COR.
- c. Notify the COR and the PDC staff of the audio, VTC, or AV equipment the instructor needs to conduct the class session. For computer application classes, advise the COR and the PDC staff of any required software installation on the classroom computers and any special hardware requirements, as needed. This information

shall be provided to the COR no less than 10 business days before the class start date.

- d. Notify the COR of the name of any non-badged instructor so the COR can enter the instructor's name into the NRC's Visitor Access Request System (VARS). This information shall be provided to the COR no less than 10 business days before the class start date.
- e. Ensure every instructor fulfills the prepared course preparation activities. These activities include arriving no less than 30 minutes before class, becoming familiar with the classroom equipment, and verifying that all the participant materials are in the classroom. Computer application instructors shall test the computer equipment and complete any necessary setup before class begins.
- f. Ensure all contractor-led courses start on time, as scheduled.
- g. Monitor and evaluate the effectiveness and teaching techniques of each instructor every 6 months. The minimum standards for effective instructional delivery include the following.
 - i. Create a professional learning experience in the classroom or online blended learning solution by being organized, well-versed in the subject matter, and use the best instructional approach, program devices, techniques, and strategies to suit delivery of the training content.
 - ii. Be responsible for reading and understanding the course materials and be able to articulate in a clear, precise fashion the course content.
 - iii. Successfully facilitate classes with an estimated class size of 10 to 40 participants. (Note: The number of participants in each course session may vary based on agency need, and one session of a course may occasionally be scheduled in order to support one-on-one training requirements).
 - iv. Present the course as designed. If substituting or adding materials to the course, furnish one copy of any DVDs, CDs, videotapes, LCD slides, books, handouts, or other materials to the COR for review and approval at least 2 weeks before the session start date. All materials must be approved by the COR prior to use in the classroom.
 - v. Facilitate discussion and interactive feedback with participants rather than simply disseminating information or presenting the content.

- vi. Involve the participants in sufficient exercise and practice with the subject matter to reinforce their achievement of the objectives and recall of the information provided.
 - vii. Observe the effect of the instruction on the class and reasonably attempt to clarify, provide examples, or in some other way present the course to help correct problems and improve the participants' opportunity to learn.
 - viii. Maintain control of the learning time so the presentation of information and exercises remain organized and timely, key points and course objectives are met, and breaks are provided within the overall course schedule.
 - ix. Address disruptive students, remove or correct barriers to learning during a training session, and recommend a resolution to such deficiencies before the start of the next scheduled session of the course.
 - x. Manage distractions tactfully, and consistently control questions that are of minimal interest to the class as a whole and can be answered later or individually.
 - xi. Present the emergency evacuation information at the start of each instructor-led class ¹. Circulate the class roster for signature every day. Return the signed roster to the PDC at the end of class.
 - xii. Leave the training room in a neat and clean condition. Upon course completion, remove all teaching materials, including used flip chart sheets, and extra handout materials, etc., that were used in the presentation of the course. Return unused course materials to the PDC staff.
 - xiii. Provide a 1-hour lunch break and at least one 15-minute break during the morning session and one 15-minute break during the afternoon session, or provide breaks as agreed upon by the COR or as determined by the course design.
- h. Follow the NRC's evaluation collection process (online submission), and review the participant evaluations to assess course quality and instructor performance. The NRC reserves the right to make changes to the evaluation form, or change the evaluation form collection process as necessary to meet its reporting requirements. (Notes: The NRC will provide the contractor a report summarizing the instructors'

¹ This is a 1 minute presentation. The NRC will provide the contractor the emergency plan information upon contract award, as well as policy updates when implemented.

evaluation scores per session within 3 weeks of the session end date. The contractor may be asked to participate in Level 2 evaluations during the period of performance.)

- i. Ensure all instructors meet the performance qualifications described in this Statement of Work (SOW). During the period of performance, all instructors shall consistently receive an average rating of 4 on a scale of 5 (very satisfactory) to 1 (very unsatisfactory). If the course evaluations or direct observation indicate that an instructor cannot satisfy the requirements of the contract, or receives ratings below 4 on the student evaluations for three or more courses during a one year period, the COR may ask the contractor to remove the instructor from the roster and provide a qualified replacement, while maintaining the approved course schedule.
- j. Ensure each instructor understands and follows all NRC security procedures and policies while working in the NRC.
- k. Provide classroom instructors who are able to, or have experience in, adjusting their presentation style to include those virtually participating via a VTC broadcast, or can teach courses in a webinar/online format.

1.3 Deliverables

- a. Classroom and distance education instructors skilled in the appropriate topic and prepared to teach each assigned course.
- b. Courses that start on time, as scheduled.
- c. High quality facilitation and interactive course delivery.
- d. Instructors who have familiarized themselves with the classroom layout and AV equipment operation before class begins.
- e. Effective distance education programs for geographically dispersed employees that matches the quality of face-to-face classroom instruction.
- f. At least two qualified instructors assigned to each course.
- g. Ongoing evaluation and assessment of each instructor's performance.

2. Training Delivery: Courses and Course Materials

2.1 Requirement

The contractor shall deliver a variety of open enrollment courses according to the annual schedule posted in the NRC catalog (refer to appendix B). These courses include in-house and online NRC classroom courses, as well as the contractor's COTS courses or off-the-shelf course materials published by a third-party vendor. Classes at the PDC begin no sooner than 8:00 a.m. and end no later than 4.15 p.m., unless otherwise stated at the time of scheduling. Most courses delivered under this contract shall be held at the PDC or a Headquarters location in the D.C. metropolitan area. On occasion however, the contractor may be asked to deliver a distance education course or a course at NRC's facilities located in Region I, Region II, Region

III, Region IV, and Technical Training Center (TTC) or at another offsite location in these metropolitan areas.

2.2 Standard

- b. Deliver the following 3 NRC courses as scheduled in the NRC open enrollment catalog. Course descriptions are in Appendix C. Course titles may be added or deleted depending upon NRC's training needs and funding levels.
- c. Leadership Courses:
 1. Culture and Values Management (2 days)
 2. Leadership Orientation (2 days)
 3. Self-Assessment for Leadership (2 days)
- d. Provide instruments and other COTS course materials, as needed. Currently the NRC uses the following instruments:
 - MBTI
 - Strength Deployment Inventory (SDI) (used in class)
 - FIRO-Business (used in class)
 - EQi Assessment
- e. Deliver the above course titles on the scheduled dates specified in the published NRC open enrollment course catalogue. Open enrollment course sessions are listed in Appendix C. A similar number of offerings will be scheduled each fiscal year; however, changing organizational need throughout the period of performance could impact the needed number if sessions delivered at the PDC, in a regional office or other NRC location.
- f. When adding or removing sessions from the schedule of NRC open enrollment courses conducted at the PDC, or as directed by the COR, the contractor shall do so within 2 weeks of the request and at no additional cost to the NRC. All changes need to be approved by the COR. (Note: The NRC reserves the right to cancel or reschedule a specific session, add a new course title, or retire an existing course title any time throughout the period of performance.)
- g. Provide each NRC participant one complete copy of the course materials per scheduled session. The contractor is responsible for printing all course materials (including participants handbooks, instructor guides and any needed additional handouts) for all courses ordered under this contract.
- h. Follow the NRC's Level 1 evaluation collection process (online submission), and use the information and data collected from the evaluations as feedback for assessing instructor performance and improving course delivery. The NRC reserves the right to make changes to the evaluation form, or change the evaluation form collection

process, as necessary to meet its reporting requirements. See Appendix D for a copy of the Level 1 course evaluation.

- i. Have expertise in using appropriate assessment/testing instruments. Must be qualified or certified (as required per instrument) to administer a number of assessments, including but not limited to:
 - Strength Deployment Inventory (SDI)
 - FIRO-Business
 - MBTI

2.3 Deliverables

- a. High quality instructor-led classroom other distance education courses that meet the NRC's training requirements.
- b. Timely receipt of all the appropriate course materials associated with each scheduled courses session—1 per student.
- c. Course sessions scheduled in accordance with NRC's needs and delivered on the dates specified in the NRC catalog of scheduled open enrollment courses.
- d. A review copy of all contractor supplied course materials at least 2 weeks after contract award.

3. Customization of Off-the-shelf Courses

3.1 Requirement

As directed by the COR, the contractor shall customize COTS courses to reflect NRC policies, processes and organizational culture. The contractor shall conduct such projects in accordance with project schedules and deliverable requirements established in a written delivery order.²

These delivery orders will include:

- Objectives
- Scope of work
- Deliverables
- Assumptions and Constraints
- Period of Performance
- Price based (upon contractual labor rates and fees)

Course material changes may be minor or major as described below:

² All materials developed specifically for the NRC under this SOW will become the property of the United States Government. The Government will obtain unlimited rights to use, disclose, reproduce, prepare derivative works, distribute copies to the public, and perform publicly and display publicly in any manner and for any purpose and to have or permit others to do so. Proprietary information shall not be incorporated into the materials delivered under the contract without prior written permission of the NRC Contracting Officer (CO).

Minor Changes: The contractor shall make minor changes to the program courses to maintain accuracy and relevancy of the teaching materials and to reflect participant comments on the value of the topic taught, such as whether more emphasis should be placed on a particular topic or whether a topic has no relevancy or is redundant to material taught in another course of the program (unless purposely included). Examples of minor changes are an organizational change, a date change, the deletion or addition of NRC-provided materials.

Major Changes: The contractor may be requested to make major modifications to a course or program. Examples of major changes are: combining courses or portions of courses, restructuring the course content, or adding content. Major modifications shall be handled pursuant to the specifications in an issued delivery order.

3.2 Standard

- a. Revise or customize existing courses. Recommend new contractor or third-party vendor titles to replace outdated courses when appropriate. Instructional materials shall include a participant guide, instructor guide, and PowerPoint slides. Other instructional aids may include job aids, handouts, case studies, reference guides, DVDs, readings, case studies, instruments, and other interactive learning materials that support delivery of the course content.
- b. Contractor shall use the Analysis, Design, Development, Implementation and Evaluation (ADDIE) instructional design model or similar instructional design standard as needed to design the course and identify the content.
- c. Ensure all course design, revision or customization projects include a participant manual, instructor manual, job aids and other appropriate instructional materials. Deliver quality, proof-read deliverables and ensure the participant handbooks and other instructional materials are designed in accordance with HRTD Operating Procedure 0404" Training Material Control" or as directed by the COR.
- d. Use NRC-available software to conduct Webinar courses delivered via GoToMeeting. Should NRC change to another system, the contractor is expected to use the new system to deliver NRC's webinar courses.
- e. Contractor shall work efficiently, effectively, and cooperatively with the COR, his or her designee, or a NRC subject matter expert (SME) as needed within the allotted timeframe of the project, and as directed by the NRC COR.

3.3 Deliverables

- a. High quality, effective and interactive instructional courses that meet the NRC's training requirements and facilitate the required skill development.
- b. Course designs based on and developed in accordance with ISD principles and the ADDIE (analysis, design, development, implementation and evaluation) development process
- c. Error free, technically accurate course materials formatted according to NRC specifications.
- d. Course customization projects delivered on time and within budget.

4. Implementation of Executive Leadership Seminars

The contractor shall provide the external speaker and all logistics for four (4) 2-hour Executive Leadership Seminars (ELS) a calendar year (maximum of 4), and provide the logistics for up to 4 internal ELS presentations involving local or internal speakers on relevant leadership topics.³

4.1 Requirement

- a. For the quarterly ELS presentations, research and provide a list of 8-10 suggested external guest speakers and presentation topics per speaker based on input from the COR. NRC will provide the contractor an overview of possible topics based on current organizational need. Topics will focus on current leadership trends and issues in the public and private sector.
- b. For the quarterly ELS presentations, presentation content and logistics, speaker fees, travel dates, and other related issues should be agreed upon by the NRC COR. The NRC COR must approve all speakers, dates and presentation content before the event.
- c. For both the external and internal ELS presentations, assist the NRC COR manage the program logistics including but not limited to drafting content related emails and session invitations as well as talking points for the Executive Director's program introduction; reviewing the presentation content before the presentation and providing feedback to the speaker, and other tasks needed to support program logistic as determined by the NRC COR and internal ELS program procedures.

4.2 Standard

- a. NRC executives and senior leadership receive quarterly presentations of current leadership trends.
- b. Contractor handles all required program logistics on behalf of OCHCO/HRTD and the NRC COR.

4.3 Deliverables

A maximum of four (4) ELS presentations a calendar year (1 per fiscal quarter).

5. Project Management Support

³ It is assumed that there will be no cost (speakers or travel fees) associated with the internal ELS presentations involving local or internal speakers.

5.1 Requirement

Throughout the period of performance, the contractor shall provide an off-site project manager (PM) who will be responsible for managing and coordinating the delivery of all services described in this SOW. The PM, available Monday through Friday, during normal business hours (e.g. 8:30 a.m. to 5:00 p.m. ET), shall implement tasks pertaining to the contract and responding to all NRC requests. This shall include answering questions about invoicing, scheduling, delivery of materials, and other related contractual matters. The contractor's project manager will serve as a single point of contact for the NRC and be empowered by the contractor to promptly respond to and resolve contractual, billing and (contractor) personnel issues.

5.2 Standard

- a. Provide the NRC COR a roster of instructors and a written analysis of each instructor's qualifications per teaching assignment(s) within 30 days after contract award. The roster shall include the instructor's name, email address, telephone number, classes that the instructor teaches, and teaching assignments. On an ongoing basis ensure the roster is accurate and up to date. Within 5 days after a new instructor is hired or an instructor is no longer employed by the contractor, update the roster of instructors.
- b. Manage and coordinate all the logistics and planning of each course customization project and each ELS. The contractor shall provide all revised or customized course materials in paper, native electronic, and PDF format with content approved by the NRC COR, or his or her designee.
- c. Locate appropriate training space at the contractor's facilities, a hotel or other conference facility alternative if the PDC or other NRC facility is not available. These training locations shall be located near the NRC's regional offices, priced according to regional pricing, and suitable for training delivery. Provide the COR one or more course dates for approval. (Note: The majority of courses delivered under this contract will be held at the NRC's Headquarters PDC training facility or at its regional sites; however, NRC may occasionally determine that it needs training rooms or computer labs outside the NRC's facilities.)
- d. Send master course materials to the COR in a timely manner (at least 10 business days prior to course presentation).
- e. Work with the COR to prepare, revise, and maintain the annual calendar of scheduled open enrollment courses, course descriptions, session dates and other applicable information. The course descriptions and session dates shall be accessible from iLearn.
- f. Prepare draft and final course descriptions for COR's approval.

- g. Work with the COR to ensure annual open enrollment classes are scheduled and the course sessions are correct in iLearn. Throughout the year monitor the need for offering additional sessions of a particular course, and recommend when additional sessions are required. Promptly respond to ad hoc requests training requests.
- h. Ensure all the performance standards specified in this SOW are met and maintained throughout the period of performance.
- i. Communicate on a regular basis with the COR and other designated NRC staff to discuss contractor deliverables and objectives, identify problems and issues and discuss problem resolution. Provide the COR with monthly reports on the status and activities of personnel covered under this contract to ensure that all activities are being properly executed; make suggestions to the COR for improvement of services.
- j. Monitor and evaluate the effectiveness of the courses the contractor provides and delivers to the NRC, and recommend changes to course content and materials. Provide a review copy of all proposed courses to the COR's review and approval prior to use in the classroom. (Note: All proposed courses must be reviewed and approved by the COR before a course can be added to the NRC catalog or scheduled for delivery at the PDC.)
- k. As directed by the NRC COR, work with the requestor and the PDC staff when special requests are made by NRC remote offices or for course delivery held outside the NRC PDC.

5.3 Deliverables

- a. Each participant receives error free, high quality course materials the first morning of class for all contractor supplied courses.
- b. COR is provided a review copy of all approved and proposed off-the-shelf courses including all participant and instructor materials.
- c. All the performance standards specified in this SOW are met and maintained throughout the entire period of performance.
- d. All the deliverables identified are delivered on time and meet the specified performance standards stated in this SOW.
- e. Timely receipt of invoices, reports, course design project deliverables, course materials and immediate resolution to identified performance and quality problems identified by the COR.

C.5 Reporting Requirements

C.5.1 Monthly Letter Status Report (MLSR)

The contractor shall provide a Monthly Letter Status Report which consists of a technical progress report and financial status report. This report will be used by the Government to assess the adequacy of the resources proposed by the contractor to accomplish the work contained in this SOW and provide status of contractor progress in achieving tasks and producing deliverables. The report shall include contract/order summary information, work completed during the specified period, milestone schedule information, problem resolution, travel plans, and staff hour summary.

C.5.2 Final Report

The contractor shall provide a final report summarizing the work performed and the results and conclusions under this contract/order.

C.6 List of Reports

Section #	Deliverable	Due Date	Format	Submit to
C.5.1 MLSR	1 Monthly Report	20 th of the following month	Word Document	CO/COR
C.5.2 Final Report	2 Final Report	30 days prior to contract expiration	Word Document	COR

C.7 Required Materials, Facilities, Hardware/Software

N/A

C.8 Release of Publications

Any documents generated by the contractor under this contract/order shall not be released for publication or dissemination without CO and COR prior written approval.

C.9 Place of Performance

The work to be performed under this contract/order will be split between NRC offices and the contractor’s office.

C.10 Recognized Holidays

Contractor personnel shall not be required to perform onsite on the Federal holidays identified below. Contractor personnel shall comply with their company’s policies and procedures regarding their work status on these days.

New Year’s Day
 Martin Luther King Jr.’s Birthday
 President’s Day
 Memorial Day
 Independence Day

Labor Day
 Columbus Day
 Veteran’s Day
 Thanksgiving Day
 Christmas Day

C.11 Hours of Operation

The contractor shall provide required support during normal work hours except Federal holidays or when the Government facility is closed due to local or national emergencies, administrative closings, or similar Government directed facility closings.

C.12 Certification and License Requirements

N/A

C.13 Key Personnel and Qualification Requirements

The following positions have been designated as key personnel:

Project Manager

Five (5) or more years of experience in managing programs similar in scope to the work described in the SOW. Experience indicating strong problem-solving and organizational skills, as well as solid customer service and interpersonal skills. Proven ability to effectively communicate orally and in writing, as well as handle all aspects of the supervision of instructors (e.g., hiring, firing, rating, training, etc.)

Instructors

Adequate and appropriate experience teaching the subject matter, or significant expertise with the subject matter in some professional capacity in the public or private sector Preferred credentials include a certificate or academic degree in facilitation, teaching, adult education, or human resources development. Experience operating AV equipment or teaching in a distance education delivery method is highly desirable.

C.14 General – Contract Personnel

C.15 Contractor Travel

When domestic travel is needed, the contractor shall be responsible for making all travel arrangements. All travel expenses shall be reasonable and in accordance with the Government Travel Regulations in effect at the time the travel is undertaken. The contractor shall submit itemized receipts for travel expenses when invoicing the NRC and shall include supporting documentation for travel such as lodging receipt, copy of airline ticket, copy of rental car receipt or cab receipt(s). Contractor shall estimate \$15,000 travel a year for travel for a total of \$75,000 over the five year life of the contract.

If an instructor is away from his or her place of residence and requests flight arrangements be made from a location other than his or her place of residence, the NRC will not be obligated to pay the increased costs. Local travel costs, such as mileage and parking or metro fares within the location of the contractor's metropolitan area or the DC metropolitan area, will be not be

reimbursed by the NRC. Headquarters and local parking at the PDC are not provided by the NRC.

C.16 Data Rights

The NRC shall have unlimited rights to and ownership of all deliverables provided under this contract/order, including reports, recommendations, briefings, work plans and all other deliverables. All documents and materials, to include the source codes of any software, produced under this contract/order are the property of the Government with all rights and privileges of ownership/copyright belonging exclusively to the Government. These documents and materials may not be used or sold by the contractor without prior written authorization from the CO. All materials supplied to the Government shall be the sole property of the Government and may not be used for any other purpose. This right does not abrogate any other Government rights.

C.17 Section 508 – Electronic and Information Technology Standards

N/A

C.18 Applicable Publications (Current Editions

N/A

APPENDIX A: Estimated Number of Course Materials and Courses Delivered a Year by Course Length and Type

NRC Internal Course	Estimated Sessions per Year ⁴
½ day class (4 hours)	1
1 day course (8 hours)	1
1.5 day course (12 hours)	1
2 day course (16 hours)	9
Total	12
COTS Courses	Estimated Sessions per Year
½ day class (4 hours)	1
1 day course (8 hours)	3
1.5 day course (12 hours)	1
2 day course (16 hours)	3
Total	8
Instruments needed to support classroom courses	Estimated Number Needed per Year
MBTI	30
Strength Deployment Inventory (SDI)	90
Firo-B	30

⁴ *Estimated delivery includes scheduled open enrollment, estimated regional, and projected just-in-time training (JIT) sessions that may be needed but are undetermined at this time. Actual quantity delivered under this contract will vary based on agency need and available funding.*

Appendix B: Course Descriptions of Internal NRC Courses

Culture and Organizational Values Management, Course 1250

This 2-day course will increase your awareness and understanding of the NRC safety culture by teaching you how to communicate NRC values and set expectations to promote a strong internal safety culture. The leadership competencies you learn in this class will help you shape and lead a culture that supports the highest levels of safety awareness and is in alignment with the NRC's definition of safety culture and core values.

Leadership Orientation, Course 1111

This 2-day course is designed for new or future first-line Supervisors or Team Leaders. It covers information on the NRC's leadership philosophy and values, and application of both. During class, you will have the opportunity to define your own preferences for leadership attributes, styles, sources of power, influence, and direction, as well as complete a learning plan to set goals for yourself in each of these areas.

Self-Assessment for Leadership, Course 1119

This 2-day course provides you an opportunity to self-assess your leadership style through the Strength Deployment Inventory (SDI) and apply this self-knowledge to your supervisory responsibilities at the NRC. Through discussion and hands-on exercises, you will learn how to apply leadership concepts and to accommodate the styles of others.

Appendix D: Level 1 Electronic Course Evaluation Questions

Following are the questions on the electronic course evaluation surveys that NRC employees complete in iLearn after they have attended an HRTD class. Course Managers run an iLearn report that summarizes the students' answers to these questions. Please note that questions 15-17 are text boxes on the electronic form.

1. The course met all stated objectives.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. The course allowed enough time to learn the subject matter that was covered.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. The course presentation was logically organized and easy to follow.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. The course participant handouts supported the learning experience.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. I feel that I had sufficient prior knowledge and experience to prepare me for this course.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. I feel that I expect what I learned to improve my current or future job performance.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. I feel that I am overall satisfied with the course.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. The Instructional Method(s) used was (were) an effective way for me to learn.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. The Instructor was knowledgeable about the subject matter.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. The Instructor clearly stated the course objectives.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. The Instructor presented material in a manner that was easily understood.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. The Instructor asked questions to periodically check for learning.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. The Instructor encouraged course participation and interactions among participants.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. The Instructor helped participants relate the material to their job.

N/A	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. What were the most valuable aspects of this course?

16. What were the least valuable aspects of this course?

17. Do you have any recommendations to improve any aspect of the course?