

LEADERSHIP PROGRAMS

1 (Initial) and 2 (Journeyman)

Performance Work Statement:

The Naval Acquisition Career Center (NACC) has a requirement for progressive leadership training using a commercial off the shelf (COTS) solution. This training is in support of the Director, Acquisition Career Management (DACM) efforts to foster cooperation and information sharing by providing opportunities to understand and experience first-hand the issues and challenges facing leaders of a world-class highly complex government-based organization, specifically across the acquisition workforce (AWF) and the broader Navy arena. This training is designed for those who are, or have the capability of leading high performing organizations and programs today, and have the potential and motivation to take on even more responsible senior leadership positions across the AWF within the next few years.

The DON AWF is currently focusing energy in the sequential development of its members who have the potential to assume senior leadership positions with an emphasis on building and maintaining awareness and better understanding of individual levels of leadership ability. The overall intent is to improve both individual and group performance in the DON AWF arena and to prepare individuals for implementing and maintaining coherent strategies to lead organizational transformation in joint, interagency, multinational and cross-cultural environments. The NACC requires the delivery of two progressive, related, proven quality programs of instruction, addressing two distinct audiences. The entry level program will provide basic leadership skills and work group techniques and establish a set of common core competencies for entry level and junior members of the AWF. The journeyman program of instruction will build upon the learning foundation provided in the entry level program and target the more experienced journeyman AWF members and current middle management personnel and provide them with an increased awareness of the responsibilities and skills needed to provide strategic leadership as they relate to transforming and changing organizations. This audience will also include supervisors of those AWF members trained in the entry level program, with the objective being continuity in application of leadership principles between employee and supervisor.

Both programs of instruction are to be delivered around a "seminar" structure, lasting two and 1/2 days. The entry level program will require an estimated 10-20 seminars consisting of 30 students each. The journeyman program will require an estimated 5-15 seminars consisting of 30 students each. The Period of Performance will be a base year and option years one through two. Contract type will be Firm Fixed Price. Locations for the seminars will be coordinated and funded by the contractor. Locations will be secured throughout the continental US and convenient to areas with large DON AWF populations. The target date for the initial offering for each program of instruction is January 2015.

1.0 Objectives

The purpose of this SOO is to allow potential sources to demonstrate their commercial capabilities, and is intended as a guideline for contract execution. The contractor is to build a foundation for acquisition community leaders to appreciate a shared and executable vision and enhance self-awareness and engagement in continuous self-assessment, development, and foster a commitment towards life-long learning. Rather than trying to provide prescriptive answers to the management problem of the moment, the contractor is to focus on those competencies applicable for individuals moving into an environment of

change, where competencies for successful team lead/project management and a strategic understanding of the moral, social, and ethical impact of the information age is emphasized.

1.1 Program Concept

The key learning objectives to be met for the participants of the entry level program of instruction will be to:

Assess and understand preferred styles for approaching leadership in individual and team settings.

Develop an awareness of individual leadership strengths, weaknesses, preferences, styles and behaviors at the initial entry level.

Understand and appreciate the challenges of leadership.

Experience a wide variety of leadership styles.

Identify and understand key traits that impact on an organization's performance.

Learn how to set attainable goals and develop practical strategies to reach them while gaining an appreciation for the support network concept of life-long learning.

The key learning objectives to be met for the participants of the journeyman program of instruction will be to:

Assess and understand preferred styles for effective leadership in individual and team settings.

Increase awareness of individual leadership strengths, weaknesses, preferences, styles, and behaviors at the journeyman level.

Learn a model for understanding and appreciating leadership challenges.

Experience leadership styles in a work group activity with a shared and executable vision.

Identify, understand and apply various methods for achieving appropriate desired results.

Determine strategies for implementing organizational change and transformation in the Navy acquisition and other cross-cultural, generational environments.

Create a list of attainable goals and create practical strategies to obtain goals and appreciate the concept of life-long learning.

The instructional methodology may use any combination of assessment and feedback, group discussion, experiential activities, and goal setting activities that are appropriate to the curriculum and participants as a continual progression in the competencies of leadership. Specific application to the participant's current challenges must be addressed to ensure relevancy to the audience.

1.2 Program Model

The course of instruction is to follow a model framework of the following nature:

Evaluate: The Government recommends a level of pre-assessment prior to each class appropriate to facilitate efficient classroom discussions and learning; in-class assessments may also be appropriate to better define individual abilities and preferences, as the curriculum may determine. These tools are considered central to the assessment part of the program. It is required that participants complete recognized leadership "tool" instruments.

Engage: The contractor will use a model for understanding the dynamics of leadership, and facilitate participant understanding of how the model impacts individual approaches to leadership challenges. Structured activities are encouraged where participants will experience their leadership tendencies and preferences along with alternatives.

Reinforce: The use of small group discussions as a lever for better understanding the key change processes at play is to be emphasized, as there is a higher likelihood that individuals will accept, better understand, and embrace the negative environment associated with the implementation of individual modifications after experiential processes in the group environment.

1.3 Program Delivery

The contractor shall be responsible for providing suitable classroom facilities to host the identified participants. It is anticipated that the classes will be structured to support approximately thirty students, with the Government being responsible for identifying those students in advance to the contractor so that pre-course assessment material may be distributed, as necessary. The contractor will be responsible for all coordination and administration in support of the course. The government will be responsible for participant travel and per diem expenses.

1.3.1 Course Schedule

The NACC will schedule an estimated 10-20 sessions for the entry level program and an estimated 5-15 sessions for the journeyman level program for the base year and option years one through two.

The suggested nominal schedule would be for the Monday of the week to be identified as a "travel day," for those outside the local commuting area with participants arriving at the designated location by a specified time in the late afternoon. The course of instruction is to begin on Tuesday, and continue through Thursday, encompassing two and one half days (20 hours) of structured delivery. Friday will be considered the return "travel day" for the participants. The contractor has license to structure the course of instruction as best suited for the participants and in keeping with the organizational objectives of the program.

1.3.2 Course Location

The contractor will seek and secure locations which are the most cost effective to support the student population as indicated in Attachment A since the demographics of the AWF will draw participants from all areas of the continental United States as well as overseas locations such as Hawaii and Guam. Overnight travel for students is to be minimized to the greatest extent possible. The government will pay all travel expenses for the student and their expenses are not part of the overall evaluation for award. Priority for evaluation should include cost, location and

facility capability, with travel costs considered utilizing the Department of Defense Joint Travel Regulation (JTR) policies.

1.3.3 Course Evaluation

The contractor will be able to provide an analysis of each course experience, to include recommendations as applicable.

1.3.4 Interpreter Support

The contractor will be responsible to secure interpreter services for hearing impaired students as necessary for individual classes.

1.3.5 Contingency Planning

The contractor shall be responsible to develop and execute a contingency plan for unforeseen delays, absences, etc. with the instructor or facility for individual classes as necessary.

2.0 Provision of Services

2.1 The Government will provide a list of participants 30 days prior to each course commencement, to include name and contact information to facilitate communication between the contractor and participant.

2.2 Contractor-Furnished Property and Services

Furnish all facilities (classrooms), material/assessments, support equipment including any computers and services.

3.0 Administration

3.1 Travel

The contractor is responsible for all associated costs of instructor travel and per diem in the proposed cost based on the geographic locations identified in Section 3.1.

3.2 Place of Performance

The contractor is responsible for all arrangements and for all costs associated with the course locations identified in Section 3.1.

3.3 Contractor Training

Demonstrate a commitment to training which supports technological currency, while minimizing the possibility of work disruption. Ensure that employees stay proficient and current in their area(s) of responsibilities at no additional cost to the Government.

3.4 Program Management

Provide adequately experienced and qualified personnel to successfully complete the task and provide all supervision of contractor personnel and perform all related administrative functions. The contractor is responsible for all management of contractor staff.

3.1 Period of Performance

The Period of Performance will be a base year with four one-year Option Periods. The first offerings for both programs are targeted to begin January 2015.

Notional Location of Courses			
Location	Entry Level	Journeyman	Wage Determination
Charleston, SC	1		WD 05-2473 (Rev. 16)
Crane, IN	1		WD 05-2183 (Rev. 14)
Lakehurst, NJ	1	1	WD 05-2351 (Rev. 13)
Norfolk, VA	1	1	WD 05-2543 (Rev. 16)
Orlando, FL	1	1	WD 05-2123 (Rev. 15)
Patuxent River, MD	2	1	WD 05-2103 (Rev. 14)
Philadelphia, PA	1		WD 05-2449 (Rev. 14)
Port Hueneme, CA	1	1	WD 05-2057 (Rev. 15)
San Diego, CA	2	1	WD 05-2071 (Rev. 16)
Washington, DC	3	1	WD 05-2103 (Rev. 14)
Woodbridge, VA	1	1	WD 05-2103 (Rev. 14)
Total	15	8	
Entry level program requires 10-20 seminars.			
Journeyman program requires 5-15 seminars.			

Quality Assurance Surveillance Plan (QASP) MATRIX

TASK #	Performance Requirements	Assessment Method	Frequency	Sample Size	AQL	Rating: Excellent/Satisfactory/Unsat
100% inspection of required deliverables	Satisfy all help desk calls within 24 hours	Periodic Inspection	Monthly	Course Material updates	Satisfy 100%	
Review of invoices; periodic inspections to ensure the contractor is performing in an acceptable manner	Meets all contract terms for invoice submission, Accurate and Easy to use	100% Inspection	Initial Inspection and thereafter. Invoice Submission in WAWF	Monthly	Meets 100% of Standards	
Feedback from the Government personnel Requirements Office	All users will be proficient	Customer Feedback	Each Training Session	All students	90% Satisfaction Rate	
Feedback from the Surveys provided to the students	All attendees will complete and submit survey before certificate is provided	Survey Submission	Each Training Session; Review all monthly status reports	One report per month	100% participation	
Administer quality control program including subcontractor management in accordance with QCP.	Contractor is in compliance with QCP 97% of the time	File reviews, periodic inspections, random observations, and review of customer complaints	Report	Annual	97% compliance	