

Performance Work Statement

Navy Flag Officer and Senior Executive Training Symposium (NFLEX) **ASSESSMENT AND COACHING SERVICES PROGRAM** Naval Postgraduate School

1.0 Background/Introduction

Under the direction of the Chief of Naval Operations (CNO), the Navy Executive Development Program (NEDP) develops and sponsors professional development programs for the senior leadership of the U.S. Navy. Many of their programs are implemented by the Naval Postgraduate School (NPS). NPS supports NEDP by providing unique courses tailored for Navy leadership, comprised of specialized educational curriculum and advanced instructional techniques.

2.0 Scope

In accordance with the Chairman of the Joint Chiefs of Staff “Flag Officer Professional Character Implementation Plan,” each service is required to implement a 360-degree personnel assessment for each current general/flag officers (GO/FOs). Towards that end, a decision by CNO was made to incorporate this required 360 assessment and feedback into the “New Flag Officer and Senior Executive Symposium” (NFLEX Program) which is a five-day program managed each year by Director Navy Staff (DNS). The individual assessment debriefs and the first of three coaching events will occur during the five-day NFLEX Program. The remaining two follow-on coaching events will occur individually over a nine-month period subsequent to the NFLEX Program.

The coaching component of this program is developed jointly by: Chief of Naval Personnel (CNP), Navy Office of Flag Management and Development (PERS-00F), Director of Navy Staff (DNS) and the Naval Postgraduate School (NPS). The 360 assessment, feedback and coaching segment of NFLEX was first implemented in 2013 and was delivered again in 2014 and 2015. It will be offered again in 2016 and later under a one year base contract, with four one year options extending into 2021. The NFLEX Program is 5.5 days in length, and usually held at the end of October of each year, with exact dates TBD.

Participants are defined as follows: Navy Flag officer participants means active duty and reserve Navy officers either selected for Flag (O-7) or recently promoted to the rank of Flag (O-7); Senior Executives means newly appointed Senior Executive Service personnel; spouses refers to the wife or husband of the Navy Flag officer participants or Senior Executives.

The Program incorporates three salient parts: personalized coaching services for Navy Flag officer participants only; personality assessment testing and analysis using specified criteria for all participants (Navy Flag officers, Senior Executives, and spouses); and data collection, analysis and management for all participants (Navy Flag officers, Senior Executives, and spouses). Personalized coaching is provided by executive level coaches, and the data management and analysis tasks will be used to collect data and improve future programs.

The contractor's executive level coaches will utilize information from three sources to develop and tailor each coaching session for each Navy Flag Officer participant only. These sources are: a Biographical Information Form (BIF), a self-assessment tool, and a 360-feedback tool.

PERS-00F will provide the contractor with BIF content and questions, and other tools needed to develop appropriate coaching sessions.

PERS-00F will provide the contractor with pre-purchased self-assessment instruments, currently the Myers-Briggs Type Inventory (MBTI) - Form Q Step II Interpretive Report, the 360 degree assessments and tracking capability, currently the Navy Senior Executive PROFILOR[®] (customized for the U.S. Navy), as well as group summary norms and reports, as applicable.

To ensure confidentiality and protection of private information, the BIF, MBTI, and PROFILOR[®] results will be completed and scored online using secure websites managed by Consulting Psychologists Press (for MBTI), the contractor (for Biographical Information Form), and Korn-Ferry (for the PROFILOR[®]). These reports will be printed by the contractor for use only by Navy Flag officer participants in the course and copies will be sent to only the coaches for Navy Flag officer participants receiving a coaching session.

All handling of data and reports will follow accepted standards of confidentiality and protection of private information. Data and results will not be available to anyone except the participants and their coaches (for Navy Flag officer participants receiving one-on-one coaching). The findings, conclusions, results, and data manifested in these three tools will become the basis for the contractor's coaching sessions with Navy Flag officer participants and follow-on development plans pursued with Flag Management and Development (PERS-00F) for Navy Flag officer participants after the NFLEX program.

The total POP for this NFLEX Program requirement is: 15 June 2016 – 14 June 2021:

Base Year: 15 June 2016 – 14 June 2017

Option Year I: 15 June 2017 – 14 June 2018

Option Year II: 15 June 2018 – 14 June 2019

Option Year III: 15 June 2019 – 14 June 2020

Option Year IV: 15 June 2020 – 14 June 2021

During the week of the NFLEX Program, individual assessments will be distributed to all participants, the initial 360 coaching session for Navy Flag officer participants only will occur after it is introduced in an overview session, and the two-hour presentation focused on the self-assessment instrument report (currently the MBTI) for Navy Flag officers, Senior Executives, and spouses, will occur that week also. Subsequent to that week, over a nine month period of time, two additional individual coaching sessions per Navy Flag officer participant only, with monthly status reports of follow-up coaching sessions provided. Based on the highly demanding and operational (including deployment) nature of the schedules of the Navy Flag officer participants, flexibility in scheduling is required that allows the follow-up sessions to occur. The first telephone coaching session should occur within 3 months after the initial NFLEX Program coaching session, and the second telephone coaching session should occur within 8 months after

the initial NFLEX Program coaching session. The follow-on coaching sessions are via telephone and scheduled individually as the Navy's Flag officers are disparately located across several continents and time zones, not allowing them return visits for a two-hour stand-alone coaching session.

The contract tasks and deliverables are organized into pre-event, event, and post-event timeframes.

3.0 Pre-Event Tasks and Deliverables

Pre-Event Data Management Tasks

Data management tasks are executed on a timeline, which allows appropriate time for data collection, scoring, and report preparation. The exact timeline used each year will be published by PERS-00F and provided to the contractor approximately 90 days prior to the NFLEX start date.

- 3.1 Approximately 90 days prior to the start of NFLEX, PERS-00F will purchase self-assessment instruments (currently MBTI) and the 360 instruments (currently Navy Senior Executive PROFILOR[®]) and provide appropriate contractor access to monitor the 360 data collection management system and will provide items for BIF.
- 3.2 Approximately 90 days prior to the start of NFLEX, contractor will create a secure web portal that offers all NFLEX participants (Navy Flag officers, Senior Executives, and spouses) a single place of contact to complete the self-assessment instrument and for Navy Flag officer participants only to complete the Biographical Information Form (BIF).
- 3.3 Approximately 85 days prior to the start of NFLEX, the contractor will coordinate with the 360-instrument provider and PERS-00F to ensure appropriate customized reminders are loaded into the 360-management system.
- 3.4 **Navy Flag officers only:** Approximately 65 days prior to the start of NFLEX, the contractor will begin tracking, managing and reporting completion of the BIF, the self-assessment instrument by Navy Flag officer participants only, and the 360 Assessment instrument to be completed by Navy Flag officer participants only. Reports will be made to PERS-00F.
 - 3.4.1 Use the appropriate completion reports on the Contractor's secure self-assessment website and the 360 feedback instrument website to track 360 completions and manage the automated reminders according to PERS-00F provided timeline.
 - 3.4.2 Report completion status for BIF, self-assessment instrument, and 360 instruments for each Flag participant to PERS-00F each week on Wednesday at noon (EST).
- 3.5 **Senior Executives and all Spouses:** Approximately 45 days prior to the start of NFLEX, begin tracking, managing, and reporting completion of the self-assessment instrument by Senior Executives and all spouses attending NFLEX.

- 3.5.1 Use the appropriate completion reports on the Contractor's secure self-assessment website to track completions and manage reminders according to PERS-00F provided timeline.
- 3.5.2 Report completion status to PERS-00F each week on Wednesday at noon (EST).
- 3.6 **Navy Flag officers only:** Approximately 20 days prior to the start of NFLEX, download and electronically send the appropriate BIF reports , self-assessment reports , and 360 Assessment reports to assigned coaches for their preparation of each coaching session.

Pre-Event Coaching Tasks

The tasks in this section pertain to Navy Flag officers only. Approximately 60 days prior to the start of NFLEX, Director of Navy Staff (DNS) and Navy Flag Management and Development Office (PERS-00F) will determine the exact times of the initial 360 coaching sessions for Navy Flag officer participants only in the NFLEX Program. The initial coaching sessions are a small, but very important part of a larger, complex week of training on many other topics. Typically, the coaching sessions are scheduled in two 90 minute sessions separated by 30 minutes. The times and room numbers for sessions will be provided by PERS-00F to the contractor approximately 60 days prior to program start date.

- 3.7 Provide a minimum of 15-21 qualified coaches (maximum number of coaches to equal half the number of Navy Flag officer participants) to support the back-to-back coaching sessions as scheduled by DNS.
 - 3.7.1 Actual number of Navy Flag Officer participants will be determined by Navy Flag Management and Development (PERS-00F) NLT 60 days in advance of NFLEX start date.
- 3.8 To ensure maximum effectiveness of the coaching sessions, the contractor will use the BIF and the self-assessment (MBTI) results to pair each NFLEX Navy Flag officer participant with a contractor provided executive coach to best fit the Navy Flag officer's needs. This will be accomplished approximately 25 days before the NFLEX starts.
- 3.9 Approximately 25 days prior to the start of NFLEX, develop a detailed coaching schedule to reflect the time, location and coach/participant pairing for each 90 minute one-on-one coaching session offered to Navy Flag officer participants attending NFLEX.
 - 3.9.1 Times and room numbers for coaching sessions will be provided by PERS-00F (after consultation with DNS) to Contractor.

- 3.10 Approximately 20 days before the coaching sessions, coaches will receive from the contractor all necessary reports and materials needed for their respective coaching sessions. They are expected to interpret and integrate data and information from their assigned participant's Biographical Information Form, the self-assessment instrument report, the 360 feedback report and comparative norms and group summary reports provided to contractor for Navy Flag officer participants attending NFLEX.
- 3.10.1 Each Navy Flag officer participant receiving coaching sessions will receive hard copies of their own self-assessment and 360 feedback reports during the appropriate instrument presentations at NFLEX (ref. 4.1 and 4.2). The instrument presentations will be scheduled by DNS, and both will take place prior to the first coaching session. This will allow enough time for the participants to review their own results before their coaching session.
- 3.10.2 At the coaching session, coaches will provide a foundation of data-driven executive level insight from which the participant and coach will identify future development actions to enhance their individual effectiveness as a senior Navy executive.
- 3.11 Approximately 20 days prior to the start of NFLEX, all Coaches will attend a two-hour orientation meeting conducted by Navy Flag Management and Development focusing on subject matter areas to be incorporated into coaching sessions, such as: ethics briefing and expectations/standards of Navy Flag officers, discussion of Signature Behaviors of the 21st Century Sailors, requisite experience leading to flag selection, goals of the NFLEX program in which this coaching is offered, transition challenges typically faced by new Navy Flag Officers, and Navy Flag officer development opportunities.
- 3.11.1 The contractor and PERS-00F will coordinate location and date/time of meeting.
- 3.11.2 PERS-00F will provide Coaching Evaluation forms to all coaches to be used by Navy Flag officer participants to evaluate the effectiveness of their individualized coaching sessions.

Pre-Event Instrument Presentation Tasks

- 3.12 Approximately 25 days prior to the start of NFLEX, presenter(s) will attend a two-hour orientation meeting conducted by Navy Flag Management and Development to prepare the presenter(s) for the two hour self-assessment feedback session (Section 4.5) and the 45 minute 360 feedback introduction (Section 4.6). This orientation will focus on sequencing of instrument topics to be incorporated into presentations, as well as manner in which the theoretical

foundation and use of the instruments is explained. This orientation is separate and distinct from the orientation for coaches.

3.12.1 The contractor and PERS-00F will coordinate location and date/time of meeting.

3.12.2 The contractor will email to PERS-00F all presentation and related materials not later than 7 working days prior to commencement of NFLEX. All presentation and related documents and materials will be created and delivered electronically in Microsoft Office format, version 7.0 or higher (e.g., Word, PowerPoint, or Excel).

Pre-Event Deliverables

The contractor shall be responsible for preparing deliverables in support of the tasks identified in this PWS.

3.14 CLIN 0001 – PRE-EVENT: 15 June– 15 October approximately

Task	What will be inspected	Acceptable Quality Level (AQL)	Method	Frequency
3.2	Web portal	Completion of web portal in accordance to task within timelines provided by PERS-00F	TPOC will observe and report to COR	One time, approximately 90 days prior to NFLEX; NLT 1 July
3.3	Reminder emails loaded	100% appropriate emails loaded and sent according to PERS-00F timeline	TPOC will observe and report to COR	One time, approximately 85 days prior to NFLEX NLT 6 July
3.4.2	Status report for BIF, Self-Assessment and 360 instruments completed by all Navy Flag Officer participants	Submittal of full status report	PERS-00F will observe and report to COR	Starting approximately 65 days prior to NFLEX, reports due each Wednesday at noon (EST) starting IAW timeline provided by PERS-00F; NLT 4 September (approx.)

3.5.2	Status report for Self-Assessment completed by SES and all spouses	Submittal of full status report	PERS-00F will observe and report to COR	Starting approximately 45 days prior to NFLEX, reports due each Wednesday at noon (EST) starting IAW timeline provided by PERS-00F; NLT 20 September (approx.)
3.7	Number of qualified coaches	Number of coaches equals half the number of Flag Officers participants	TPOC review Detailed Coaching schedule and report to COR	One time, approximately 25 days prior to NFLEX; NLT 28 Sep (approx.)
3.9	Detailed Coaching schedule	Adheres to DNS scheduled coaching session times and rooms	TPOC review Detailed Coaching schedule and report to COR	One time, approximately 25 days prior to NFLEX; NLT 28 Sep (approx.)
3.12	Attendance of 2-hr orientation conducted by PERS-00F for instrument presenter(s)	100% of instrument presenter(s) attend	TPOC will review attendance sheet and report to COR	One time, at completion of orientation, approximately 25 days prior to NFLEX; NLT 28 Sep (approx.)
3.11	Attendance of 2-hr orientation conducted by PERS-00F for all coaches	100% of coaches attend	TPOC will review attendance sheet and report to COR	One time, at completion of orientation, approximately 20 days prior to NFLEX; NLT 4 Oct (approx.)
3.12.2	Instrument presentation(s) and any related materials submitted	100% of instrument presentations and any related materials delivered electronically in proper MS format	PERS-00F will review materials and report to COR	One time, at completion, approximately 7 days prior to NFLEX; NLT 15 Oct (approx.)

4.0 Event Tasks and Deliverables

Event Data Management Tasks

- 4.1 **Navy Flag officers only:** Print hard copies of 360-feedback reports and make them available on-site for Navy Flag officer participants when the NFLEX program is scheduled to begin. Seal in individually labeled envelopes for Navy Flag officer participants only.
 - 4.1.1 Deliver to Director, Navy Staff (DNS -2) POC when the NFLEX program is scheduled to begin.
- 4.2 **All Participants (Navy Flag officers, Senior Executives, and spouses):** Print hard copies of self-assessment (MBTI) reports for Navy Flag officer participants, Senior Executives, and all spouse participants and make them available when the NFLEX program is scheduled to begin. Seal in individually labeled envelopes.
 - 4.2.1 Deliver to Director, Navy Staff (DNS -2) POC when the NFLEX program is scheduled to begin.

Event Coaching Tasks

The tasks in this section pertain to Navy Flag officers only. The initial coaching sessions are a small, but very important part of a larger, complex week of training on many other topics. Typically, the coaching sessions are scheduled in two 90 minute sessions separated by 30 minutes.

- 4.3 The contractor central Point of Contact (POC) onsite during the time period allocated to the coaching sessions at NFLEX will provide one 20-minute orientation meeting for coaches, coordinate last minute schedule adjustments, provide any coaching materials not already distributed, and facilitate coaches getting situated in rooms allocated to them for their coaching sessions.
 - 4.3.1 Coaches and POC arrive at NFLEX 45-minutes prior to the first scheduled coaching session to allow time to get last minute updates, attend the POC-led orientation, ensure all coaches have the required information, and to allow time to find the rooms allocated to them for their coaching sessions.
 - 4.3.2 POC provide a 20-minute orientation meeting in an assigned meeting room for all coaches prior to their first scheduled 360 executive coaching session. The orientation meeting should cover location of coaching rooms assigned, handout of the Coaching Evaluation form to give to Navy Flag officer participants receiving coaching to allow them to evaluate their

coaching session, and other logistical information germane to their coaching experience.

Event Instrument Presentation Tasks

- 4.4 Contractor will provide two large-group presentations as part of the NFLEX program. One will introduce and provide an overview of the self-assessment instrument. The other will introduce and provide an overview of the 360 report. Both will occur prior to the Navy Flag Officer 360 coaching sessions.
- 4.5 **All Participants (Navy Flag officers, Senior Executives, and spouses):** Provide one (1) two-hour presentation focused on the self-assessment instrument report (currently MBTI) to the 40-50 Navy Flag officer participants, the Senior Executive participants, and all the spouses. The purpose of this session is to introduce and provide foundational information about the self-assessment instrument, discuss why generically the results are important, and how they can be used to support the development of the NFLEX participants.
 - 4.5.1 This presentation is part of the NFLEX program. DNS will schedule this presentation to occur before the Flag participant coaching sessions.
 - 4.5.2 Contractor will provide an experienced presenter, who is also certified on the instrument in which they will be making the presentation, to deliver this two-hour presentation.
 - 4.5.2.1 Person delivering presentation must be thoroughly familiar with the instrument, certified to use it, and capable of articulating the components of the instrument and its meaning to his/her intended audience in layman's terms.
 - 4.5.2.2 The audience will be a combined group of 40-50 U.S. Navy Flag officers and their spouses and approximately 10-20 Navy Senior Executive Service civilians and their spouses, all attending NFLEX.
 - 4.5.2.3 Presenter arrives at NFLEX 30-minutes prior to the scheduled presentation to allow time to find the room allocated to him/her for his/her presentation and to load presentations onto audiovisual equipment.
 - 4.5.2.4 Each participant that completed the self-assessment instrument will receive a copy of his or her own report sealed in individually labeled envelopes during this session (ref 4.2). PERS-00F will coordinate with DNS-2 POC the distribution of the sealed envelopes prior to the presentation.

- 4.6 **Navy Flag Officers only:** Provide one (1) 45-minute 360 feedback instrument (currently PROFILOR[®]) introduction and overview presentation to all Navy Flag officer participants during NFLEX.
- 4.6.1 This presentation is part of the NFLEX program. DNS will schedule this presentation to occur before the Flag Officer coaching sessions to allow some time for the Flag participants to review their results before their individual executive coaching session.
- 4.6.2 The audience will be a combined group of 40-50 U.S. Navy Flag Officers only.
- 4.6.3 Contractor will provide an experienced presenter, who is also certified on the instrument in which they will be making the presentation, to deliver this 45 min presentation on the 360-feedback instrument.
- 4.6.3.1 Person delivering presentation must be thoroughly familiar with the instrument, certified to use it, and capable of articulating the components of the instrument and its meaning to his/her intended audience in layman's terms.
- 4.6.3.2 Presenter arrives at NFLEX 30-minutes prior to the scheduled presentation to allow time to find the room allocated to him/her for his/her presentation and to load presentations onto audiovisual equipment.
- 4.6.3.3 Each Navy Flag officer participant that completed this assessment will receive a copy of his or her own report sealed in individually labeled envelopes during this session (ref 4.1). PERS-00F will coordinate with DNS-2 POC the distribution of the sealed envelopes prior to the presentation.

Event Deliverables

The contractor shall be responsible for preparing deliverables in support of the tasks identified in this PWS.

4.7 CLIN 0002 –EVENT: 21 Oct – 2 Nov (approximately)

Task	What will be inspected	Acceptable Quality Level (AQL)	Method	Frequency
4.1	Hard copies of 360 reports onsite for Navy Flag officer participants	100% hard copies of 360 reports for all Navy Flag officer participants onsite when NFLEX program is scheduled to begin.	DNS POC will observe and report to TPOC	One time, upon completion, NLT when NFLEX program begins; NLT 22 Oct (approx.)
4.2	Hard copies of self-assessment reports on site for Navy flag officers, SES and all spouses	100% hard copies of MBTI for Navy Flag officer participants, SES and all spouses onsite when NFLEX program is scheduled to begin.	DNS POC will observe and report to TPOC	One time, upon completion, NLT when NFLEX program begins; NLT 22 Oct (approx..)
4.3.1	Arrival time	All coaches and POC arrive 45 minutes prior to first scheduled executive coaching session	TPOC will observe and report to COR	One time, 45 min prior to first scheduled coaching session NLT 25 Oct (approx.)
4.3.2	Attendance of pre-coaching session orientation at NFLEX led by POC	100% of coaches attend	TPOC will observe and report to COR	One time, 45 min prior to first scheduled coaching session; NLT 25 Oct (approx.)
3.11.2	Evaluation of coaching sessions	3 or higher score on “Overall value” of coaching session	COR will review Coaching evaluation forms submitted by each Flag Officer	One time, upon completion of the scheduled coaching sessions; NLT 31 Oct (approx.)
4.5	One (1) 2-hr presentation focused on PERS-00F purchased self-assessment instrument	Delivered in accordance to DNS NFLEX schedule with favorable feedback from participants	COR will review comments and ratings submitted by participants as part of the DNS module evaluation	One time, upon completion; NLT 25 Oct (approx.) of scheduled session

4.6	One (1) 45 minute presentation focused on PERS-00F purchased 360 feedback instrument	Delivered in accordance to DNS NFLEX schedule with favorable feedback from participants	COR will review comments and ratings submitted by participants as part of the DNS module evaluation	One time, upon completion; NLT 25 Oct (approx.) of scheduled session
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5.0 Post-Event Tasks and Deliverables

Post-Event Coaching Tasks (Navy Flag Officers only)

- 5.1 Within 10 days after NFLEX completion, the Contractor will provide PERS-00F structured feedback from each coach summarizing how the overall coaching sessions went and the effectiveness of the particular 360 instrument, the self-assessment instrument, Signature Behaviors of the 21st Century Sailors, the norms group report, the Biographical Information Form, and any other materials provided to support their coaching session with Navy Flag officer participants at this stage in their careers and in this setting.
- 5.2 In the eight months following the NFLEX coaching session, each coach will provide two individual 60-minute telephone coaching sessions as follow-up to the initial face-to-face coaching they received during the NFLEX program. The first telephone coaching session should occur within 3 months after the initial NFLEX coaching session. The second telephone coaching session should occur within 8 months after the initial NFLEX coaching session.
- 5.2.1 The contractor will track follow-up sessions for all coaches and Navy Flag officer participants coached and will provide PERS-00F monthly status reports of completion.

Event Deliverables

The contractor shall be responsible for preparing deliverables in support of the tasks identified in this PWS.

5.4 CLIN 0003 – POST – EVENT: 3 Nov – 14 June approximately

5.1	Feedback report from each coach	100% submittal of reports by coaches	COR will review Feedback reports from each coach	One time, upon completion, within 10 days after NFLEX completion; NLT Nov 13 (approx.)
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5.2	2 Follow up coaching sessions for Flag Officer participants: 1 within 3 months of NFLEX and 1 approx 5 months after 2 nd session	100% follow-up to schedule all Flag officer participants for their 3 month and -8 month 60 minute coaching sessions	COR will review status reports submitted by contractor	Monthly, 30 th of every month; Starting NLT Dec 30 (approx.) after completion of NFLEX until completion of follow up sessions
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6.0 Surveillance Method

The surveillance method for the deliverables listed above will be personal observation and interviews conducted after coaching sessions at the NFLEX Symposium. If performance falls below the AQL defined above, the Contracting Officer’s Representative (COR) shall document the instance(s), coordinate with the Contracting Officer and advise the Contractor. The Contractor will be requested to review the documentation and provide a written response on how performance will be corrected in the future. Re-performance of any work for failure to perform in accordance with the specified AQL or task requirement shall be completed at the Contractor’s own expense and at no additional cost to the Government.

7.0 Minimum Qualifications

1. Coaches:

- Each coach will be certified and licensed by Consulting Psychologist Press (CCP) or an authorized affiliate to interpret and use the Myers Briggs Type Indicator (MBTI), Form Q, Step II, Interpretive Report.
- Each coach will be certified and licensed by PDI to interpret and use their executive level PROFILOR[®] 360 assessment instrument.
- Each coach will have prior experience interpreting and using the self-assessment instrument (currently MBTI) and 360 assessment instrument (currently PROFILOR[®]).
- Experience Coaching Navy Senior Leaders beyond beginner level as described below.
 - Past experience in U.S. Navy New Flag Officer Training Seminar (NFOTS) or New Flag Officer and Senior Executive Training Symposium (NFLEX) program for new Flag Officers **(or)**
 - Experience coaching senior military leaders in the DoD and familiarity with the unique organizational context and issues senior military leaders face.
- Education and/or experience
 - Demonstrated performance (at least five years) coaching Senior Executives about on-going personal, organizational, and leadership issues.
 - At least Masters level education in the behavioral sciences or other disciplines focused on personal, organizational or business issues so as to be able to bring to bear acknowledged and relevant expertise to provide insight about difficult decisions faced by leaders in complex organizations.

2. Instrument Presenters:

- Presenter(s) will be certified to use the instrument they are introducing and
- Experience presenting feedback from these instruments to executive audiences and experience with practical application of results in executive situations.

8.0 Place of Performance

Initial coaching session will be performed at Bolger Center, 9600 Newbridge Drive, Potomac, MD 20854-4436, Potomac, MD. Follow-on 360 coaching sessions to Navy Flag officer participants will be by telephone over a nine-month period after NFLEX.

9.0 Work Week and Hours of Operation

The Contractor shall provide services during planned, scheduled times during normal working hours excluding federal holidays and the evening session for interpretation of MBTI Step II results during the scheduled group activity. The NFLEX Program shall be held Sunday through Friday, excluding federal holidays. Normal working hours are as provided by Director, Navy Staff, Monday through Friday, unless requirements dictate otherwise. Exceptions can be permitted by the COR upon request and at the COR's discretion. For 2015, the NFLEX Program occurred 25-30 October 2015. For 2015, the self-assessment evening presentation is scheduled for Tuesday, 27 October, 1630-1830, and the 360 overview session and the 360 coaching sessions for Navy Flag officers only are scheduled for Wednesday, 28 October, 1300-1800. For 2016, the NFLEX Program will occur, 23-28 October 2016, with similar scheduling of self-assessment evening presentation, 360 overview session, and 360 coaching sessions. For 2017, the NFLEX Program will occur 22-27 October 2017. Dates past 2017 are not yet finalized. However, it is estimated that dates for 2018 will be 21-26 October 2018, and it is estimated the dates for 2019 will be 20-25 October 2019. Exact dates for 2020 are not yet known but will most likely occur the last week of October as all previous iterations have occurred. As stated in Section 2.0, the NFLEX Program is 5.5 days in length, and usually held at the end of October of each year, with exact dates TBD. The pre-event activities take place commencing 15 June until 15 October. Event activities take place 21 October through 2 November. Post-event activities will occur 3 November through 14 June of the following year. The exact timeline used each year will be developed by PERS-00F and subject to change based on the calendar. The contractor will be notified of any changes 90 days prior to the NFLEX start date.

Following is a list of holidays observed by the Government.

<u>Name of Holiday</u>	<u>Time of Observance</u>
New Year's Day	1 January
Martin Luther King Jr. Day	Third Monday in January
President's Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	4 July
Labor Day	First Monday in September
Columbus Day	Second Monday in October
Veteran's Day	11 November

Thanksgiving Day
Christmas Day

Fourth Thursday in November
25 December

If any of the above holidays occur on a Saturday or a Sunday, then such holiday shall be observed by the Contractor in accordance with the practice as observed by the assigned Government employees at the using activity.

10.0 Government Furnished Information

Any applicable documents that are authorized for use in performance of these services shall be provided, in accordance with security and contract terms and conditions.

The following information and instruments will be provided for each participant:

- Biographical Information Forms (questions to be asked and format only)
- Myers-Briggs Type Indicator – Step II (licensed by Consulting Psychologists Press)
- Navy Senior Executive PROFILOR[®] report (licensed by PDI Ninth House)
- PROFILOR[®] appropriate norms from group reports of all Navy Flag officer participants attending NFLEX.
- Signature Behaviors of the 21st Century Sailors

Note: Data collected for this program is not to be used for any purpose except the conduct of the individual coaching sessions in NFLEX. No analysis or research using this data is allowed.

To ensure confidentiality and protection of private information, the BIF, self-assessment instrument, and 360-assessment will be completed and scored online using secure websites managed by Consulting Psychologists Press (for MBTI), the Contractor (for Biographical Information Form), and Korn-Ferry (for the PROFILOR). These reports will be printed by the Contractor and provided to participants in individually sealed and labeled envelopes during the course and electronic copies will be sent to only the coaches for Navy Flag officer participants receiving a coaching session.

All handling of data and reports by the Contractor will follow applicable legal, regulatory, and policy requirements regarding confidentiality and protection of private information. Data and results will not be available to anyone except the participants and their coaches (for those receiving one-on-one coaching). The findings, conclusions, results, and data manifested in these three tools will become the basis for the Contractor's coaching sessions with participants and follow-on development plans pursued with Flag Management and Development (PERS-00F) after the NFLEX program.

11.0 Travel

Allowance for up to five coaches to travel to Potomac, Maryland from a home of record located in the continental United States.

12.0 Classification

Unclassified

12.1 Privacy Act Statement

“Pursuant to Title 5 United States Code 552a(m)(1), the contractor and all employees of the contractor working under this contract are required to comply with the requirements of 5 U.S.C. 552a (“The Privacy Act of 1974”).”

12.2 Contractor Identification

In accordance with DFAR 211.106, there shall be a clear distinction between Government employees and service contractor employees. Service contractor employees shall identify themselves as contractor personnel by introducing themselves or being introduced as contractor personnel and displaying distinguishing badges or other visible identification for meetings with Government personnel. In addition, contractor personnel shall appropriately identify themselves as contractor employees in telephone conversations and in formal and informal written correspondence.

13.0 Non-Personal Services Statement

Contractor employees performing services under this order will be controlled, directed, and supervised at all times by management personnel of the contractor. Contractor management will insure that employees properly comply with the performance work standards outlined in the SOW. Contractor employees will perform their duties independent of, and without the supervision of, any Government official or other Defense Contractor. The tasks, duties, and responsibilities set forth in the task order may not be interpreted or implemented in any manner that results in any contractor employee creating or modifying Federal policy, obligating the appropriated funds of the United States Government, overseeing the work of Federal employees, or otherwise violating the prohibitions set forth in Parts 7.5 and 37.1 of the Federal Acquisition Regulation (FAR). The Government will control access to the facility and will perform the inspection and acceptance of the completed work.

14.0 Invoice Schedule

SUP 5252.232-9402 INVOICING AND PAYMENT (WAWF) INSTRUCTIONS (April 2008).