

STATEMENT OF WORK

Activity: Puget Sound Naval Shipyard and Intermediate Maintenance Facility

Title: Second Level Supervisor Leadership Training

Place of Performance: Puget Sound Naval Shipyard & IMF, Command University, Building 466, Bremerton, WA

Period of Performance:

Base Year: 3 January 2017 through 2 January 2018

Option Year 1: 3 January 2018 through 2 January 2019

Option Year 2: 3 January 2019 through 2 January 2020

Option Year 3: 3 January 2020 through 2 January 2021

Option Year 4: 3 January 2021 through 2 January 2022

6-8 scheduled classes

Approximately 20-30 students

1. BACKGROUND:

The mission and vision of PSNS & IMF are: *we exist to maintain and modernize our Navy's fleet, and we are a command that streamlines and aligns all efforts and actions to support the mechanic's non-stop execution of work, increasing our productive capacity.*

In support of PSNS & IMF Command University Leadership Development Program, training is required for 2nd Level Supervisors (2LS). The training program is designed to reflect the unique position a 2nd level supervisor occupies as an interface between 1st level supervisors and 3rd level managers in implementing the shipyard's mission. This training shall reflect PSNS & IMF mission, vision, and the learning objectives for strong leadership skills and communication for our Second level managers (navy and civilian). This training shall also build upon and augment current 1st level supervisory training provided by Command University.

2. SCOPE:

Present training for the 2nd Level Supervisory (2LS) Program based on the following program objectives:

Action Planning:

Learning Objectives

- Prioritize Top 3 action outcomes from a list of potential action items developed during the program.
- Develop a plan for completing your Top 3 action items

Interacting with Difficult Behaviors:

Learning Objectives

- Describe the most common types of difficult behaviors

- Apply specific tips and strategies for working with difficult behaviors with subordinates, peers and superiors.

□ Inspire and Motivate:

Learning Objectives

- Discuss the differences between motivating people and managing them.
- Analyze and describe the level of engagement of your team
- Describe why being fully engaged as a leader is important for motivating your team.
- Define your motivational contribution statement
- Understand the principles of positive and negative motivation
- Apply the principles of positive motivation

Description

- Team engagement ranges from rebellion, through compliance to creative excitement
- Experts on the importance of engagement include Drucker, Covey, Maxwell, McGregor
- Motivational contribution is based on what the needs are, you do best, have to do and like to do

□ Managing Conflict:

Learning Objectives

- Understand key reasons conflict develops
- Accurately interpret communication and organizational cues that may signal developing conflict
- Discuss the difference between “managing” and “resolving” conflict
- Apply a process for managing conflict

Description

- acknowledge and analyze - emphasize behavior/actions over people/emotion
- determine a strategy: Compete, Collaborate, Compromise, Avoid and Accommodate
- negotiate - interests, not positions; openly explore options; evaluate; commit
- follow up

□ Conduct an Effective Meeting:

Learning Objectives

- Understand the steps for conducting an effective meeting.
- Recognize leader and participant behaviors that cause an ineffective meeting.
- Demonstrate leader actions to counter-act ineffective behaviors.
- Demonstrate the ability to plan an effective meeting.

Description

- Types of meetings attended
- What makes a meeting ineffective
- Steps for conducting effective meetings
- Planning effective meetings
- Using a meeting planning worksheet

□ Team Building:

Learning Objectives

- Understand the developmental stages of teams
- Apply the appropriate strategies for creating a high power team and organization
- Demonstrate team and relationship building communications and behavior which contribute to achieving success

Interpersonal Communication:

Learning Objectives

- Apply effective active listening skills
- Apply specific skills for overcoming communication pitfalls or challenges
- Communicate a viewpoint effectively
- Apply skills for productive communication input reception and feedback
- Reach mutual understanding in challenging communication scenarios

Change Management:

Learning Objectives

- Understand the 2LS's role in implementing and advancing command initiatives
- Understand the importance of a leader's action to change initiatives.
- Understand the development of change models based upon changes in society.
- Practice the key actions needed by leaders in change initiatives.
- Explore what leaders might do to encourage cultural changes.
- Discuss possible pitfalls in change initiatives and how to overcome.

Description

- Key Actions create compelling vision, challenge our own mental models, making it your own, enable others to develop the "how," focus on benefits of the vision

Leading from the Middle:

Learning Objectives

- Turn your Senior Leadership's vision into action by: sharing, implementing and holding your first level's accountable.
- Advocate for your First Level Supervisors.
- Describe your critical role as a conduit between Upper Level Management and First Level Supervisors.
- Enhance communication up and down the chain.
- Foster interdependent relationships with peers in other shops and codes.

Coaching to Improve Performance:

Learning Objectives

- Effectively plan coaching and counseling sessions
- Coach employees to improve performance
- Develop a coaching/mentoring action plan to mitigate gaps in performance.

Description

- Focus is on coaching subordinate supervisors to be effective with their leadership, communication, setting expectations, holding people accountable, etc.
- related to and could be coordinated with communication, assessing performance, hard discussions, conduct, managing conflict and difficult behaviors

3. SPECIAL REQUIREMENTS OF INSTRUCTOR (s):

- Post graduate work or five years' experience in the following areas:
 - Teaching courses such as: leadership, communication, conflict management, mediation and negotiation.
 - Industrial and organizational psychology.

- o Be familiar with current leadership concepts in order to facilitate group discussions of the advancements in leadership studies.
- o Actual classroom experience delivering course material.
- Delivery
 - o Flexible in his/her training approach, and have a strong grasp of organizational change. Ability to accommodate different learning styles of students.
 - o Flexible to work with changes in course schedule (times/dates).
 - o Willing to randomly be observed and evaluated by program manager during teaching sessions.
 - o Experience working with the public and private sectors, with the focus being on government agencies and in an industrial environment.
 - o Delivery shall incorporate adult learning styles and blended learning tools such as small group discussion, case studies, brainstorming, and other exercises. Lecture shall not be the predominant instructional delivery.
- Submission of plan to describe how the class will be presented based on the following criteria:
 - o Course objectives and expected results.
 - o Course outlines identifying the key teaching points and time frames.
 - o Description of course delivery methods and blended learning techniques.
 - o Sample teaching aids and handouts.

4. DELIVERABLE ITEMS:

- Prepare and deliver 6-8 training sessions of 24-32 hours duration for approximately 30 students each. Sessions shall include a variety of blended training methods (e.g. video, lecture, small group activities, case studies, and interactive student material). Normal working hours are 0720 to 1600.
- Provide students with workbooks, job-aids and handouts as appropriate to support the learning objectives.
- Status Reports/Communications related to progress, status and completion over the course of the work will be provided to program manager.
- Completed student evaluations for each class taught will be provided to program manager.

5. CONTRACTOR FURNISHED MATERIAL:

- Contractor will provide student workbooks and computer if necessary for delivery of content.

6. GOVERNMENT FURNISHED PROPERTY:

- Command University will provide classroom and overhead projector.

7. QUALITY ASSURANCE REQUIREMENTS:

- Instructor must maintain favorable student and staff evaluations.

8. SECURITY:

- All references and deliverable items associated with this task are unclassified. Contractor must be U.S. citizen and must be able to obtain a RapidGate pass for base access. See solicitation for details.

9. DELIVERY REQUIREMENTS:

- None

10. GOVERNMENT SURVEILLANCE OFFICER:

- TBD