

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			1. CONTRACT ID CODE J	PAGE OF PAGES 1 26
2. AMENDMENT/MODIFICATION NO. 0002	3. EFFECTIVE DATE 26-Jul-2016	4. REQUISITION/PURCHASE REQ. NO. N6227116RCEL557		5. PROJECT NO.(If applicable)
6. ISSUED BY NAVSUP FLC SAN DIEGO REGIONAL CONTRACTS (CODE 200) 3985 CUMMINGS ROAD BUILDING 116 - 3RD FLOOR SAN DIEGO CA 92136-4200	CODE N00244	7. ADMINISTERED BY (If other than item 6) See Item 6		
8. NAME AND ADDRESS OF CONTRACTOR (No., Street, County, State and Zip Code)		X	9A. AMENDMENT OF SOLICITATION NO. N00244-16-T-0158	
		X	9B. DATED (SEE ITEM 11) 27-Jun-2016	
			10A. MOD. OF CONTRACT/ORDER NO.	
			10B. DATED (SEE ITEM 13)	
CODE	FACILITY CODE			
11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS				
<input checked="" type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offer <input checked="" type="checkbox"/> is extended, <input type="checkbox"/> is not extended. Offer 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 ACKNOWLEDGMENT 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)				
13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.				
A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.				
B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(B).				
C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:				
D. OTHER (Specify type of modification and authority)				
E. IMPORTANT: Contractor <input type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.				
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.) The purpose of this amendment is to update the PWS, and evaluation criteria. Due to these changes, the solicitation has been extended to 04 August 2016 12:00PM PDT. Additionally, please find an updated version of the OPPD Past Performance document attached to the solicitation. All other terms and conditions of this requirement shall remain the same.				
Except as provided herein, all terms and conditions of the document referenced in Item 9A 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)		
		TEL:	EMAIL:	
15B. CONTRACTOR/OFFEROR	15C. DATE SIGNED	16B. UNITED STATES OF AMERICA		16C. DATE SIGNED
_____ (Signature of person authorized to sign)		BY _____ (Signature of Contracting Officer)		26-Jul-2016

SECTION SF 30 BLOCK 14 CONTINUATION PAGE

SUMMARY OF CHANGES

SECTION SF 1449 - CONTINUATION SHEET

SOLICITATION/CONTRACT FORM

The required response date/time has changed from 03-Aug-2016 10:00 AM to 04-Aug-2016 12:00 PM.

The following have been modified:

ADDENDUM TO FAR 52.212-1**Addendum to FAR 52.212-1 Instructions to Offerors -- Commercial Items**

1.0 Proposal shall be sent via email by the specified RFP closing date and time. Proposals and backup documentation shall be clearly marked and divided into parts as indicated below.

Part	Content	Limit
Offer	Completed SF 1449	Unlimited
Part I	Technical Expertise and Capability	20 Pages Maximum
Part II	Past Performance	8 Pages Maximum
Part III	Cost Proposal Spreadsheet	No Page Limit

1.1 The Contracting Officer will not evaluate any pages in excess of the specified limits.

1.2 Use Font style "Courier" or "Times New Roman" font size 12 and the paper size is 8 ½ x 11 inches.. Offeror may use the standard single cell spacing and smaller font size for excel spreadsheets in the Cost Proposal. However, please note that font size that is too small and or un-readable will not be considered.

1.3 All pages in each volume (hard or soft copies) shall be numbered sequentially (i.e., 1-20); pages identified above that are not included in the page limitation may be numbered differently or not at all. The Government will only evaluate that part of the proposal that complies with the instructions set forth herein. Clarity and completeness of the proposal are of the utmost importance. The proposal must be written in a practical, clear, and concise manner. It must use quantitative terms whenever possible and must avoid qualitative adjectives to the maximum extent possible. Proposal volumes must be internally consistent or the proposal will be considered unrealistic and may be considered unacceptable.

1.4 The proposal must convey evidence the offeror understands all RFP and PWS requirements and their interrelationships. It must demonstrate the Offeror's familiarity with the detailed aspects of the requirements, and clearly show that the offeror correctly interpreted all of the requirements. Offerors are cautioned against restating PWS requirements in their proposal, particularly with regard to technical requirements; and must state how all RFP and PWS requirements will be met. Statements such as "the offeror understands" and "the offeror shall/can comply",

along with reference or industry references) does not reflect that the offeror understands the requirements, and will likely result in a diminished evaluation rating.

1.5 Questions regarding this procurement must be submitted through email to the contract specialist at michael.oliva@navy.mil. All questions submitted shall include the solicitation number in the subject line. Other methods of question submittal will not be acknowledged. **The Government will make every attempt to answer all questions in a timely manner; however, questions submitted within 7 days of the posted closing date may not allow ample time to respond and offerors cannot be guaranteed a response.** All questions and answers will be posted for viewing by all other potential offerors.

2.5 Part Format

2.5.1 Offer, the offer shall complete and sign the SF 1449 along with all subsequent amendments issued.

2.5.2 Part I, "Technical Expertise and Capability". Contractors or offerors (used interchangeably) shall submit a written proposal, Part I, consisting of the following, as applicable: (1) Technical Approach, (2) Management/Staffing Plan, (3) and Resumes. The Technical Proposal shall not have any cost or pricing information. The Government requires the information described below in order to evaluate the offeror's ability to perform. Failure to adequately address any of the required information may constitute a "material omission," that may preclude further consideration for award.

2.5.3 Part 1 shall be no more than twenty (20) pages, excluding resumes. If any offer is not in compliance with the page limitation on Technical Proposals, the extra pages will be removed and not evaluated. While the number of resumes is unlimited, except as otherwise noted in this solicitation, resumes may not exceed three (3) pages per individual. Offerors shall include written letter of intent with any resumes submitted for personnel not employed by the offeror or its identified subcontractor.

2.5.4 Part II of the proposal is Past Performance. Part II shall be no more than eight (8) pages.

2.5.5 Part III of the proposal is Price/Cost. There is no page limit on the cost proposal. However, the cost proposal is to be strictly limited to cost information and the completed solicitation document.

3.0 Part Content

3.1 Technical Expertise and Capability

3.1.1 Technical Approach: Offeror must demonstrate how it will accomplish the task. (The Government is looking for an action plan.) Offeror shall provide a detailed narrative of how it will address complex problems, to include but not be limited to resources needed, expertise available, and team configuration (by name, labor category, and skill set). The plan will also outline the processes in place or to be implemented that will affirmatively demonstrate that the plan will accomplish the mission. Offeror shall also identify likely issues that will arise during the course and scope of task performance – and how it will address those issues successfully.

3.1.2 Management/Staffing Plan: Offeror will address Staffing/Schedule and Organization/Management. The proposal must describe how the offeror plans to provide 100% of the required staffing (in terms of labor type and quantity) for Task Order. Offeror must demonstrate how it will train and retain its personnel, including subcontracted labor. The Management Plan shall document how offeror will meet the schedule (in terms of placement of offeror personnel at the required locations in the required time frames specified in the task orders).

3.1.3 Resumes: The resume shall document the capability of offeror's personnel to provide the services set forth in the PWS. These resumes shall become the performance standard for these labor categories and for the contract.

Proposal must provide the names and resumes of all personnel proposed, including subcontractor personnel. The resumes should emphasize skills, education and experience specific to the PWS. Personnel resumes should provide, at a minimum, the following information:

3.1.3.1 Name, years of experience, training, unique or special qualifications, positions held, and tenure with the vendor.

3.1.3.2 Summary of certifications demonstrating certification/licensure as specified in the PWS.

3.1.3.3 Summary of prior experience interpreting and using the 360 assessment PROFILOR[®] instrument.

3.1.3.4 Degrees held by each individual and/or other pertinent education. Includes Date(s), degree(s), and respective college or university from which the degree(s) were received. 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.

3.1.3.5 Summary of demonstrated performance (at least five years) coaching Senior Executives about on-going personal, organizational, and leadership issues.

3.1.3.6 A summary of past experience coaching Navy senior leaders beyond beginner level that includes either 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.

3.1.3.7 For instrument presenters, additionally a summary of qualifications demonstrating certification on instrument they are introducing and successful experience presenting feedback from these instruments to executive audiences and experience with practical application of results in executive situations.

3.2 Past Performance

3.2.1 Past Performance shall be evaluated based on the submission of past performance data supplied by the offeror's reference/s, the government's verification of that data (including information supplied separately by previous customers), and review of any other pertinent information. Offerors shall contact their past performance references and request that each reference complete the "Offeror's Past Performance Data" (OPPD) – Attachment 1.

3.2.2 **Completed OPPDs shall be submitted by email directly to Contract Specialist Michael Oliva Michael.a.oliva@navy.mil no later than the closing date of this solicitation.** Offerors may submit up to three (3) OPPDs as the prime contractor; subcontractors may submit up to two (2) OPPDs.

3.2.3 In addition to the OPPD, offeror's shall include in Volume II, a one to two page document listing all potential references. Information to be provided is reference name, address, phone number, email address, and any other identifying information with respect to the OPPD such as Contract Number or type of work provided.

3.2.4 The government shall evaluate the offeror's past performance on similar or directly-related work performed within the past three years which is similar in scope, magnitude, and complexity to that detailed in the Performance Work Statement. Past Performance shall be evaluated based on relevance and confidence (in terms of timeliness, quality, cost control, and customer satisfaction as indicated by the questionnaire). Past Performance references may include federal, state, or local government and private contracts performed by the offeror that were similar in nature for this effort being evaluated.

3.2.5 Offerors may submit past performance information regarding the following: predecessor companies, possible key personnel who have relevant experience and subcontractors that will perform major aspects of the requirement.

3.2.6 If the offeror possesses no relevant past performance, it must affirmatively state this fact in the Volume II submittal. Failure to submit OPPDs shall be considered certification that the offeror has no past performance in relevant services for the government to evaluate.

3.3 Price

3.3.1 The Offeror shall provide a single summary spreadsheet that supports the total amount of all CLINs listed in Section B. The spreadsheet should provide a breakdown of how total costs were determined.

3.3.2 Submission of pricing information, subcontractor(s) if applicable submission of cost/pricing information, prime contractor/subcontractors (if applicable): each offeror's price proposal, including subcontractor(s), must be submitted in a spreadsheet/Microsoft excel format with embedded and working calculations. do not submit this spreadsheet in pdf format. the use of macro commands is neither desired nor encouraged. contractor price spreadsheets are to be included in one work file to alleviate the need to combine, add, or transfer data from different work files. there is no page limit for price information.

PERFORMANCE WORK STATEMENT

Navy Flag Officer and Senior Executive Training Symposium (NFLEX) PERSONNEL ASSESSMENT AND COACHING SERVICES PROGRAM

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 2013 decision by CNO was made to incorporate the required personnel 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 self-assessment, 360-degree assessment, feedback and coaching segments were first implemented in 2013 and were delivered again in 2014 and 2015. From 2013 through 2015, the individual assessment debriefs and the first of three coaching events occurred during the five-day NFLEX Program. The remaining two follow-on coaching events occurred individually over a nine-month period subsequent to the NFLEX Program. The NFLEX Program is 5.5 days in length, and usually held at the end of October of each year, with exact dates TBD. In 2016, a decision by CNO directed a phased approach to delivery of the self-assessment, delivery of the 360-degree assessment, feedback and coaching segments. Beginning in 2016, the self-assessment (currently the MBTI) will continue to occur in conjunction with NFLEX, and the 360 assessment and feedback will now occur in conjunction with a three-day CNO Spring Navy Flag Officer and Senior Executive Symposium (NFOSES) in the months following NFLEX. The NFOSES Program is 3 days in length, and usually held in the first or second week of April of each year, with exact dates TBD.

The self-assessment, 360-degree personnel assessment, feedback and coaching may be offered again in 2016 and later, via a phased approach in conjunction with NFLEX and NFOSES, under a base coaching period, and two option coaching periods extending into 2019.

The self-assessment, 360-degree personnel assessment, feedback and coaching components of this program are 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).

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: tailored coaching sessions for Navy Flag officer participants only; personality self-assessment testing and feedback 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). Tailored coaching is provided by executive level coaches, and the coaches' evaluation of the effectiveness of the instruments used will be requested to improve future programs.

The contractor's executive-level coaches shall 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 self-assessment instruments, currently Myers-Briggs Type Inventory (MBTI) - Form Q Step II Interpretive Report for all participants attending NFLEX, the 360 degree assessments for Flag Officers only, currently the Navy Senior Executive PROFILOR[®] (customized for the U.S. Navy), and tracking capability for the 360 instrument data collection, , as well as 360-degree 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 shall be printed by the contractor for use only by Navy Flag officer participants in the course and copies shall be sent to only the coaches for Navy Flag officer participants receiving a coaching session.

All handling of data and reports shall follow accepted standards of confidentiality and protection of private information. Data and results shall 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 shall 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 initial 360 coaching program at NFOSES.

The total POP for the NFLEX Personnel Assessment and Coaching Program requirement is: 1 August 2016 – 31 December 2019:

Coaching Group 1: 1 August 2016 – 31 December 2017

- Self-Assessment ICW NFLEX (1 August 2016 – 31 December 2016)
- 360 Administration, data collection, tracking and coaching ICW NFOSES (1 Jan 2017 – 31 May 2017)
- 360 Follow-up Coaching and Feedback (1 June 2017 – 30 Sep 2017)
- 360 Follow-up Coaching and Feedback (1 Oct 2017 – 31 Dec 2017)

Coaching Group 2 (Option Period): 1 August 2017 – 31 December 2018

- Self-Assessment ICW NFLEX (1 August 2017 – 31 December 2017)
- 360 Administration, data collection, tracking and coaching ICW NFOSES (1 Jan 2018 – 31 May 2018)

- 360 Follow-up Coaching and Feedback (1 June 2018 – 30 Sep 2018)
- 360 Follow-up Coaching and Feedback (1 Oct 2018 – 31 December 2018)

Coaching Group 3 (Option Period): 1 August 2018 –31 December 2019

- Self-Assessment ICW NFLEX (1 August 2018 – 31 December 2018)
- 360 Administration, data collection, tracking and coaching ICW NFOSES (1 Jan 2019 – 31 May 2019)
- 360 Follow-up Coaching and Feedback (1 June 2019 – 30 Sep 2019)
- 360 Follow-up Coaching and Feedback (1 Oct 2019 – 31 December 2019)

During the week of the NFLEX Program, individual self-assessment reports (currently the MBTI) shall be distributed to all participants as part of a two-hour presentation focused on the self-assessment instrument report (currently the MBTI). Navy Flag officers, Senior Executives, and spouses, shall receive their feedback report if they completed the assessment and they attend this presentation. During the week of the NFOSES Program, the initial 360 coaching session for Navy Flag officer participants only will occur after it is introduced in an overview session. Subsequent to that week, over a seven-month period of time, two additional individual coaching sessions for Navy Flag officer participants only will occur, with monthly status reports of follow-up coaching sessions provided as indicated in Section 3.2.3.2. Because of 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. As further stated in Section 3.2.4, the first telephone coaching session shall occur within 3-4 months after the initial NFOSES Program coaching session (NLT 31 May of the calendar year), and the second telephone coaching session shall occur within 8 months after the initial NFLEX Program coaching session (NLT 31 December of the calendar year). 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 four distinct events in relation to NFLEX and NFOSES timeframes.

3.0

Self-

Assessment data collection and feedback (Currently the MBTI) ICW NFLEX (1 August – 31 December)

3.0.1 Self-Assessment Tasks and Deliverables (Administration of the Self-Assessment)

3.0.1.1 The contractor shall ensure all participants (approximately 45 Flags and 45 Spouses; 20 Senior Executives and 20 Spouses) complete an MBTI survey 30 days prior to the NFLEX start date. In the event participants fail to complete required surveys with the 30 days prior to NFLEX, the contractor shall notify the COR within 24 hours.

3.0.1.2 60 days prior to the start of NFLEX, the Navy shall purchase self-assessment instruments (MBTI) and transfer them to the contractor for administration and tracking on their own MBTI website.

3.0.1.3 55 days prior to the start of NFLEX, contractor shall contact all NFLEX participants (Navy Flag officers, Senior Executives, and spouses) and provide specific instructions about how to access and complete the self-assessment instrument.

3.0.1.4 55 days prior to the start of NFLEX, the contractor shall coordinate with PERS-00F to ensure appropriate weekly reminders are prepared/formatted.

3.0.1.5 50 days prior to the start of NFLEX, the contractor shall begin tracking, managing and reporting completion of the self-assessment instrument by participants attending NFLEX. Reports shall be made to PERS-00F and DNS-2 on self-assessment completions by group (Navy Flag officers, Senior Executives, Navy Flag officer spouses, Senior Executive spouses).

3.0.1.6 50 days prior to the start of NFLEX, the contractor shall begin sending appropriate weekly reminders to participants to ensure they all complete their self-assessment surveys on time according to PERS-00F provided timeline.

3.0.1.7 Report completion status for self-assessment instrument, for each participant to PERS-00F and DNS-2 each week on Wednesday at noon (EST).

3.0.1.8 25 days prior to the start of NFLEX, presenter(s) shall attend a two-hour orientation meeting with Navy Flag Management and Development to brief the COR on the two hour self-assessment feedback session (Section 3.0.1.13.1). This brief shall 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. The contractor shall receive approval or necessary changes on the self-assessment feedback session (Section 3.0.1.13.1) prior to leaving this brief.

3.0.1.9 The contractor and PERS-00F shall coordinate location and date/time of meeting.

3.0.1.10 The contractor shall email to PERS-00F all presentation and related materials no later than 7 working days prior to commencement of NFLEX. All presentation and related documents and materials shall be created and delivered electronically in Microsoft Office format, version 7.0 or higher (e.g., Word, PowerPoint, or Excel).

3.0.1.11 Contractor shall print hard copies of self-assessment (MBTI) reports for Navy Flag officer participants, Senior Executives, and all spouse participants and make them available onsite when the NFLEX program is scheduled to begin. Seal in individually labeled envelopes.

3.0.1.12 Deliver to Director, Navy Staff (DNS -2) POC when the NFLEX program is scheduled to begin.

3.0.1.13 Event Instrument Presentation Tasks

3.0.1.13.1 Contractor shall provide one large-group presentation as part of the NFLEX program. It shall introduce and provide an overview of the self-assessment instrument.

3.0.1.13.2 For 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 10-20 Senior Executive participants, and all the 50-70 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 in work and family situations, and how they can be used to support the development of the NFLEX participants.

3.0.1.13.3 This presentation is part of the NFLEX program.

3.0.1.13.4 Contractor shall provide an experienced presenter, certified and experienced using the self-assessment instrument (currently MBTI), to deliver this two-hour feedback presentation.

3.0.1.13.4.1 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.

3.0.1.13.4.2 The audience shall 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.

3.0.1.13.4.3 Presenter must arrive 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.

3.0.1.13.4.4 Each participant that completes the self-assessment instrument and attends this presentation shall receive a copy of his or her own report sealed in individually labeled envelopes during this session. PERS-00F shall coordinate with DNS-2 POC the distribution of the sealed envelopes during the presentation.

3.0.2. Self-Assessment Deliverables 1 August – 31 December approximately

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

Task	What will be inspected	Acceptable Quality Level (AQL)	Method	Frequency
3.0.1.3	Web portal	Completion of web portal for web-based administration of the MBTI within timelines provided by PERS-00F	TPOC will observe and report to COR	One time, approximately 55 days prior to NFLEX; NLT 10 August
3.0.1.4	Reminder emails sent weekly	100% appropriate emails sent according to PERS-00F timeline	TPOC will observe and report to COR	One time, approximately 55 days prior to NFLEX NLT 10 August
3.0.1.5	Status reports for Self-Assessment completed for all participants by group	Submittal of full status report	PERS-00F will observe and report to COR	Starting approximately 50 days prior to NFLEX, reports due each Wednesday at noon (EST) starting IAW timeline provided by PERS-00F; NLT 17 August (approx.)
3.0.1.8 and 3.0.1.9	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.)
3.0.1.10	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.)
3.0.1.11	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.)
3.0.1.13.2	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

3.1 360 Administration ICW NFOSES (1 January – 31 May)

This section (3.1) pertains to Navy Flag officers only. The 360 data collection and tracking will begin 1 January, and an overview of the 360 process and the initial one-on-one coaching sessions will be delivered when scheduled during the day immediately preceding NFOSES after the overview session. Over an eight-month period of time, the contractor's coaches shall conduct two additional individual coaching sessions with each of the participants they coached, with monthly status reports of follow-up coaching sessions provided as indicated in Section 3.2.3.2. As further stated in Section 3.2.4, the first telephone coaching session should occur within 3-4 months after the initial NFOSES Program coaching session, and the second telephone coaching session should occur within 8 months after the initial NFOSES 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.

3.1.1 360 Administration Tasks and Deliverables (Administration of the 360)

3.1.1.1 The contractor shall ensure participants (up to 50 Flags Officers only) complete the BIF and PROFILOR 30 days prior to the NFOSES start date. In the event participants fail to complete required surveys with the 30 days prior to NFOSES, the contractor shall notify the COR within 24 hours.

3.1.1.2 90 days prior to the start of NFOSES, the Navy shall provide the contractor electronic copies of the self-assessment instruments (MBTI) previously debriefed in another program, the 360 instruments (PROFILOR®) and appropriate access to the 360 data collection management system, as well as items for BIF.

3.1.1.3 90 days prior to the start of NFOSES, the contractor shall create a secure web portal to facilitate completion of the Biographical Information Form (BIF) by Navy Flag Officer participants.

3.1.1.4 85 days prior to the start of NFOSES, the contractor shall coordinate with the 360-instrument provider and PERS-00F to ensure appropriate customized reminders are loaded into the 360-management system.

3.1.1.5 65 days prior to the start of NFOSES, the contractor shall begin tracking, managing and reporting completion by participants of the BIF and the 360 Assessment instruments. Reports shall be made to PERS-00F.

3.1.1.6 The contractor shall use the appropriate completion reports on its secure portal (for the BIF) and the tracking reports from the 360 feedback instrument website to track completion of the BIF and 360 and to manage the automated reminders according to PERS-00F provided timeline.

3.1.1.7 Report completion status for BIF and 360 instruments for each Flag participant to PERS-00F each week on Wednesday at noon (EST).

3.1.1.8 20 days prior to the start of NFOSES, download and electronically send the appropriate BIF reports, self-assessment reports (MBTI), and 360 Assessment reports to assigned coaches for their preparation of each scheduled coaching session.

3.1.1.9 The contractor coaches shall utilize the survey results received to determine the the Flag Officer needs as identified in the 360 assessment, BIF and MBTI. Specifically, this means identifying the Flag Officer's significant strengths, weaknesses, personality preferences, and biographical traits. The contractor coach shall create a targeted development strategy based on these results for each participant they coach. The contractor shall assign a specific coach to each participant based on development needs, mutually agreeable Myers Brigs styles, and relatable background to that identified on the BIF. The contractor shall provide the COR two weeks prior to the course the name assigned coach for each of the flag officers and a description of coaches qualifications.

3.1.1.10 60 days prior to the start of NFOSES, Director of Navy Staff (DNS) and Navy Flag Management and Development Office (PERS-00F), the COR, shall provide a schedule of times 360 coaching sessions for participants attending the pre-NFOSES Program. The initial coaching sessions are a small, but very important part of a larger,

complex training symposium in which it precedes. Because the time allowed in the larger program is limited, the coaching sessions are typically scheduled in two to three 90 minute sessions separated by 30 minutes. The times and room numbers for sessions shall be provided by PERS-00F to the contractor approximately 30 days prior to program start date.

3.1.1.11 The contractor shall provide the required number of qualified coaches to equal one-third to one-half the number of Navy Flag officer participants (typically 15-21 coaches) to support the back-to-back coaching sessions as scheduled by DNS.

3.1.1.12 The contractor shall identify the initial number of coaches required 90 days prior to the start of NFOSES to the COR based on initial list of Flag Officers. The COR shall provide the number of Navy Flag Officer participants as determined by Navy Flag Management and Development (PERS-00F) NLT 60 days in advance of NFOSES start date.

3.1.1.13 To ensure maximum effectiveness of the coaching sessions, the contractor shall use the BIF and the self-assessment (MBTI) results to pair each NFOSES Navy Flag officer participant with a contractor provided executive coach to best fit the Navy Flag officer's needs. This shall be accomplished 25 days before the NFOSES starts.

3.1.1.14 25 days prior to the start of NFOSES, 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 NFOSES.

3.1.1.15 Times and room numbers for coaching sessions shall be provided by PERS-00F (after consultation with DNS) to Contractor.

3.1.1.16 20 days before the coaching sessions, coaches shall 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 NFOSES.

3.1.1.17 Each Navy Flag officer participant receiving coaching sessions shall receive hard copies of their 360 feedback report during the 360 Introduction and Overview presentation (ref.3.1.2.4) when scheduled by DNS as part of NFOSES. This presentation shall take place prior to the first coaching session and shall allow participants enough time to briefly review their own results before their coaching session.

3.1.1.18 At the coaching session, coaches shall provide a foundation of data-driven executive level insight from which the participant and coach shall identify future development actions to enhance their individual effectiveness as a senior Navy executive.

3.1.1.19 20 days prior to the start of NFOSES, all Coaches shall 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 NFOSES program in which this coaching is offered, transition challenges typically faced by new Navy Flag Officers, and Navy Flag officer development opportunities.

3.1.1.20 The contractor and PERS-00F shall coordinate location and date/time of meeting.

3.1.1.21 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. Additional copies to be used by participants to evaluate their coaching sessions shall be provided to the coaches by the contractor POC just prior to the coaching sessions.

3.1.1.22. 25 days prior to the start of NFOSES, person(s) providing the Introduction and Overview of the 360 degree instrument to Navy Flag officers only will attend a two-hour orientation meeting conducted by Navy Flag Management

and Development to prepare the presenter(s) for a 45 minute 360 feedback introduction (Sections 3.1.1.19 and 3.1.2.4). 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.

3.1.1.23 The contractor and PERS-00F shall coordinate location and date/time of meeting.

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

3.1.2 Event Tasks and Deliverables

Event Data Management Tasks

3.1.2.1 Navy Flag officers: Print hard copies of 360-feedback reports and make them available on-site for Navy Flag officer participants two days prior to the start of NFOSES. Seal in individually labeled envelopes for each participant.

3.1.2.2 Deliver to Director, Navy Staff (DNS -2) POC not later than two days prior to the start of NFOSES. NFOSES : Print hard copies of self-assessment (MBTI) reports for each participant and make them available two days prior to the start of NFOSES. Seal in individually labeled envelopes.

3.1.2.2.1 Deliver to Director, Navy Staff (DNS -2) POC Not later than two days prior to the start of NFOSES.

3.1.2.3 The contractor central Point of Contact (POC) shall be onsite during the time period allocated to the coaching sessions at NFOSES shall provide one 20-minute orientation meeting for coaches prior to the coaching sessions, to 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.

3.1.2.3.1 Coaches and POC arrive at NFOSES 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.

3.1.2.3.2 POC shall 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

3.1.2.4 Presentation Task: Provide one (1) 45-minute 360 feedback instrument (currently PROFILOR[®]) introduction and overview presentation to all participants during the day preceding NFOSES during time scheduled by DNS.

3.1.2.4.1 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.

3.1.2.4.2 The audience will be a combined group of 40-50 U.S. Navy Flag Officers.

3.1.2.4.3 Contractor shall provide an experienced presenter, who is also certified on the instrument in which they shall be making the presentation, to deliver this 45 min presentation on the 360-feedback instrument. 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.

3.1.2.4.3.1 Presenter arrives at NFOSES 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.

3.1.2.4.3.2 Each Navy Flag officer participant that completed this assessment shall receive a copy of his or her own report sealed in individually labeled envelopes during this session (ref3.1.2.1). PERS-00F shall coordinate with DNS-2 POC the distribution of the sealed envelopes prior to the presentation.

3.1.3 Coaching Task. The assigned coaches shall meet with the individual flag officer as scheduled in the coaching schedule described in 3.1.1.15. The initial coaching sessions are a small, but very important part of a larger, complex training symposium on many other topics. The time allotted typically requires the coaching sessions be scheduled in two or three 90 minute sessions separated by 30 minutes.

3.1.3.1 During the coaching sessions, the assigned coach for each flag officer shall cover the results of the 360 assessments and make appropriate connections with results of the MBTI and Biographical Information Form. The coaches shall present the identifiable highs and lows in the data for each flag officer and address the targeted development identified in the pre-event surveys. The coaches shall create in conjunction with the assigned flag officer at least 3 objectives that address targeted development needs. The coaches shall also address methods of accomplishing these objectives utilizing the traits identified through the surveys and tools found through the pre-event tasks.

3.1.3.2 This contractor shall not provide content in this section or any other section that violates the policy covered under DFARS PGI 237.102-73 Prohibition on contracts for services of senior mentors. As defined by DFARS 237.101 a "Senior Mentor" is a retired flag, general, or other military officer or retired senior civilian officials who provide expert experience-based mentoring, teaching, training, advice, and recommendations to senior military officers, staff, and students as they participate in war games, warfighting courses, operational planning, operational exercises, and decision-making exercises. The scope of this course does not encompass any of the activities listed above. Furthermore, the course objectives shall be delivered by the Government to the Contractor by email and the deliverables shall also be delivered by email to the Government.

3.1.3.3 Within 10 days after NFOSES completion, the Contractor shall 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.

3.1.4 360 Assessment Event Deliverables (1 January – 31 May approximately)

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

Task	What will be inspected	Acceptable Quality Level (AQL)	Method	Frequency
3.1.1.3	Web portal to collect BIF data	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 NFOSES;
3.1.1.4	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 NFOSES
3.1.1.5	Status report for BIF, 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 NFOSES, reports due each Wednesday at noon (EST) starting IAW timeline provided by PERS-00F; (approx.)
3.1.1.11	Number of qualified coaches	Number of coaches equals one-third or one-half the number of Flag Officer participants	TPOC review Detailed Coaching schedule and report to COR	One time, approximately 25 days prior to NFOSES; (approx.)
3.1.1.14	Detailed Coaching schedule	Shows pairing of coaches with participants and 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 NFOSES; (approx.)
3.1.1.22	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 NFOSES; (approx.)
3.1.1.19	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 NFOSES; (approx.)
3.1.1.24	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 NFOSES; (approx.)

3.1.2.1	Hard copies of 360 reports onsite for Navy Flag officer participants	100% hard copies of 360 reports for all Navy Flag officer participants onsite 2 days prior to start of NFOSES program is scheduled to begin.	DNS POC will observe and report to TPOC	One time, upon completion, NLT 2 days prior to start of NFOSES program begins; (approx.)
3.1.2.2	Hard copies of self-assessment reports on site for Navy flag officers	100% hard copies of MBTI for Navy Flag officer participants, onsite NLT 2 days prior to start of NFOSES program is scheduled to begin.	DNS POC will observe and report to TPOC	One time, upon completion, NLT 2 days prior to start of NFOSES program begins; (approx.)
3.1.2.3.1	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 (approx.)
3.1.2.3.2	Attendance of pre-coaching session orientation at scheduled NFOSES time and at meeting led by POC	100% of coaches attend	TPOC will observe and report to COR	One time, 45 min prior to first scheduled coaching session; (approx.)
3.1.2.3.2	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; (approx.)
3.1.2.4	One (1) 45 minute presentation focused on PERS-00F purchased 360 feedback instrument	Delivered in accordance to DNS NFOSES 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; (approx.) of scheduled session
3.1.3.3	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.)

3.2 360 First Follow-On Coaching Post-NFOSES (1 June – 30 September)

3.2.1 The contractor coaches shall utilize the survey results discussed in the initial coaching session and development strategies identified to determine a targeted development strategy for each Flag Officer they coach. Survey results include: the 360 assessment, BIF and MBTI. Specifically, the contractor coaches shall continue focus on the Flag Officer's strengths, weaknesses, advantages and disadvantages of MBTI preferences, and relevant impact of biographical traits while building on insights and strategies developed in the initial coaching session. The contractor

coaches initially assigned to a Flag Officer are expected to continue coaching through the follow-on sessions; however, if a change of coach is required, the contractor shall assign a replacement coach to each Flag Officer based on Flag Officer’s development needs, mutually agreeable MBTI preferences, and reliable background identified on the BIF.

3.2.2 The assigned coach for the flag officer shall review the results of the 360 assessments and MBTI. They shall present the identifiable highs and lows in the data for each flag officer, address the targeted development needs identified in the pre-event surveys, and review results of development efforts initiated since the last coaching session. The coaches shall create in conjunction with the assigned flag officer at least 3 objectives that address targeted development needs. The coaches shall also address potential methods of accomplishing these objectives with the flag officers utilizing the flag officer’s traits, identified through the pre-event surveys, and the insights gained during the initial coaching session.

3.2.3 In the first 3-4 months following the NFOSES coaching session, each coach shall provide one individual 60-minute telephone coaching session as follow-up to the initial face-to-face coaching they received during the NFOSES program. The first telephone coaching session should occur within 3-4 months after the initial NFOSES coaching session.

3.2.3.1 These coaching sessions shall cover progress of meeting the objectives established during the initial coaching session for each of the Flag Officers.

3.2.3.2 The contractor shall track follow-up sessions for all coaches and Navy Flag officer participants coached and shall 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.

3.2.4 360 First Follow-On Coaching Post-NFOSES (1 June – 30 September)

3.2.3	1 Follow up coaching sessions for Flag Officer participants: 1 within 3-4 months of NFOSES	100% follow-up to schedule all Flag officer participants for their 3 month 60 minute coaching sessions	COR will review status reports submitted by contractor	Monthly, 30 th of every month; Starting NLT 30 Jun (approx.) after completion of NFOSES until completion of follow up sessions
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3.3 360 Second Follow-On Coaching Post-NFOSES (1 October – 31 December)

3.3.1 The contractor coaches shall utilize the survey results received as part of the initial coaching and the results of the first follow-on coaching discussion to determine targeted development for each Flag Offices they coach. The contractor coaches shall create a targeted development coaching strategy for relevant issues that emerge based on these results. Contractor coaches initially paired with a Flag Officer are expected to accomplish both follow-on sessions. Should a change of coach be necessary, assignment of a new coach shall consider the targeted development needs, MBTI preference compatibility and reliable background.

3.3.2 The assigned coach for the flag officer shall use the results of the 360 assessments, implications of MBTI preferences, and issues that emerged in previous coaching sessions to determine an appropriate targeted development strategy. The coaches shall create in conjunction with the assigned flag officer at least 3 objectives that address targeted development needs. The coaches shall address methods of accomplishing

these objectives with the flag officers utilizing the flag officer’s traits, identified through the surveys, and success strategies that have emerged in previous coaching sessions.

3.3.3 Five to eight months following the NFOSES coaching session, each coach shall provide one individual 60-minute telephone coaching session as follow-up to the initial face-to-face coaching they received during the NFOSES program. The first telephone coaching session should occur within 5-8 months after the initial NFOSES coaching session.

3.3.3.1 These coaching sessions shall cover progress of meeting the objectives established during the initial coaching session and the first follow-up session for each of the Flag Officers.

3.3.3.2 The contractor shall track the second follow-up sessions for all coaches and Navy Flag officer participants coached and shall 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.

3.3.4 360 Second Follow-On Coaching Post-NFOSES (1 October – 31 December)

3.3.3	1 Follow up coaching sessions for Flag Officer participants: 1 approx 3-4 months after 2 nd session	100% follow-up to schedule all Flag officer participants for -8 month 60 minute coaching session	COR will review status reports submitted by contractor	Monthly, 30 th of every month; Starting NLT Oct 31 (approx.) after completion of NFOSES until completion of follow up sessions
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4.0 Surveillance Method

The surveillance method for the deliverables listed above shall be personal observation and interviews conducted after coaching sessions at the NFOSES 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 shall be requested to review the documentation and provide a written response on how performance shall 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.

5.0 Minimum Qualifications

Coaches:

- Each coach shall 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 shall be certified and licensed by PDI to interpret and use their executive level PROFILOR[®] 360 assessment instrument.
- Each coach shall have prior experience interpreting and using the self-assessment instrument (currently MBTI) and 360 assessment instrument (currently PROFILOR[®]) with senior leaders.
- 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) shall 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.

6.0 Period of Performance

The total Period of Performance for the initial coaching requirement is: 1 August 2016 – 31 December 2017, with two option coaching periods:

Coaching Group 1: 1 August 2016 – 31 December 2017

- Self-Assessment ICW NFLEX (1 August 2016 – 31 December 2016)
- 360 Administration, data collection, tracking and coaching ICW NFOSES (1 Jan 2017 – 31 May 2017)
- 360 Follow-up Coaching and Feedback (1 June 2017 – 30 Sep 2017)
- 360 Follow-up Coaching and Feedback (1 Oct 2017 – 31 Dec 2017)

Coaching Group 2 (Option Period): 1 August 2017 – 31 December 2018

- Self-Assessment ICW NFLEX (1 August 2017 – 31 December 2017)
- 360 Administration, data collection, tracking and coaching ICW NFOSES (1 Jan 2018 – 31 May 2018)
- 360 Follow-up Coaching and Feedback (1 June 2018 – 30 Sep 2018)
- 360 Follow-up Coaching and Feedback (1 Oct 2018 – 31 December 2018)

Coaching Group 3 (Option Period): 1 August 2018 – 31 December 2019

- Self-Assessment ICW NFLEX (1 August 2018 – 31 December 2018)
- 360 Administration, data collection, tracking and coaching ICW NFOSES (1 Jan 2019 – 31 May 2019)
- 360 Follow-up Coaching and Feedback (1 June 2019 – 30 Sep 2019)
- 360 Follow-up Coaching and Feedback (1 Oct 2019 – 31 December 2019)

7.0 Place of Performance

Initial self-assessment session will be performed at Bolger Center, 9600 Newbridge Drive, Potomac, MD 20854-4436, Potomac, MD. The initial 360 coaching assessment will be performed at the National Conference Center located in Leesburg, VA or another facility within the greater DC Metropolitan area. Follow-on 360 coaching sessions to Navy Flag officer participants will be by telephone over an eight-month period after NFOSES.

8.0 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 was scheduled for Tuesday, 27 October, 1630-1830, and the 360 overview session and the 360 coaching sessions for Navy Flag officers only were 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. 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. 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 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.

The NFOSES Program shall be held Wednesday through Friday, excluding federal holidays. Normal working hours are as provided by Director, Navy Staff, Wednesday through Friday, unless requirements dictate otherwise. Exceptions can be permitted by the COR upon request and at the COR's discretion. For 2017, the NFOSES Program will occur, 6-7 April 2017, with 360-degree assessment activities (360 overview session, and 360 coaching sessions) occurring 5 April 2017. For 2018, the NFOSES Program will occur, 12-13 April 2018, with 360-degree assessment activities (360 overview session, and 360 coaching sessions) occurring 11 April 2018. The NFOSES Program is 3 days in length, and usually held in early to mid-April of each year, with exact dates TBD. 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 NFOSES 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	Fourth Thursday in November
Christmas Day	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.

9.0 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 shall 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 shall 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 shall be printed by the Contractor and provided to participants in individually sealed and labeled envelopes during the course and electronic copies shall be sent to only the coaches for Navy Flag officer participants receiving a coaching session.

All handling of data and reports by the Contractor shall follow applicable legal, regulatory, and policy requirements regarding confidentiality and protection of private information. Data and results shall 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 shall 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.

10.0 Travel

Allowance for up to five coaches to travel to Leesburg, VA or the greater DC Metropolitan area from a home of record located in the continental United States.

11.0 Classification

Unclassified

11.1 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”).”

11.2 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.

12.0 Non-Personal Services Statement

Contractor employees performing services under this contract shall be controlled, directed, and supervised at all times by management personnel of the contractor. Contractor management shall insure that employees properly comply with the performance work standards outlined in the SOW. Contractor employees shall 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 shall control access to the facility and shall perform the inspection and acceptance of the completed work.

13.0 NMCARS 5237.102-90 Enterprise-wide Contractor Manpower Reporting Application (ECMRA)

(a) DoD contracting activities awarding or administering contracts shall incorporate the following Enterprise-wide Contractor Manpower Reporting Application (ECMRA) standard language into all contracts which include services, provided the organization that is receiving or benefiting from the contracted service is a Department of Defense organization, including reimbursable appropriated funding sources from non-DoD executive agencies where the Defense Component requiring activity is the executive agent for the function performed. The reporting requirement does not apply to situations where a Defense Component is merely a contracting agent for another executive agency. Contracted services excluded from reporting are based on Product Service Codes (PSCs). The excluded PSCs are:

- (1) W, Lease/Rental of Equipment;
- (2) X, Lease/Rental of Facilities;
- (3) Y, Construction of Structures and Facilities;
- (4) S, Utilities ONLY;
- (5) V, Freight and Shipping ONLY.

(b) The standard language to be inserted is:

“The contractor shall report contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for the [NAMED COMPONENT] via a secure data collection site. Contracted services excluded from reporting are based on Product Service Codes (PSCs). The excluded PSCs are:

- (1) W, Lease/Rental of Equipment;
- (2) X, Lease/Rental of Facilities;
- (3) Y, Construction of Structures and Facilities;
- (4) S, Utilities ONLY;
- (5) V, Freight and Shipping ONLY.

The contractor is required to completely fill in all required data fields using the following web address <https://doncmra.nmci.navy.mil>.

Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the help desk, linked at <https://doncmra.nmci.navy.mil>.

52.212-2 EVALUATION--COMMERCIAL ITEMS (OCT 2014)

(a) The Government will award a contract resulting from this solicitation to the responsible offeror whose offer conforming to the solicitation will be most advantageous to the Government, price and other factors considered. See criteria below:

1.0 Basis for Award:

1.1 The award resulting from this solicitation will be a Firm Fixed Price (FFP) contract. The contract will consist of a base period with eleven option periods to be exercised at the discretion of the Government. The Government intends to conduct this procurement evaluation as Lowest Price Technically Acceptable.

1.2 To be eligible for award, the offeror must fully comply with the PWS, and address all solicitation requirements. As such, offers that take exception to any term or condition of this solicitation, propose any additional term or condition, or omit any required information, may not be considered for award. Alternate proposals are NOT authorized and will be rejected. An offeror must propose in accordance with the directions set forth in FAR 52.212-1 to be considered for award.

1.3 The Government intends to award this contract without discussions. Notwithstanding this intent, the Contracting Officer reserves the right to conduct discussions, a matter within his discretion.

1.4 To be considered eligible for award, each Offeror must submit a single proposal that contains a complete and accurate response to the requirements of this solicitation. The Government will award only one contract. No multiple awards will be made.

1.5 Any inconsistency, within the price proposal or between the technical or price proposals, should be fully explained, or it may be considered a discrepancy within the offer and a risk in the Offeror's ability to perform. The proposal(s) shall be in the format prescribed at FAR 52.212-1, and shall contain a response to each of the areas identified in FAR 52.212-1. Offers will be evaluated on each of the following evaluation factors:

1.5.1 The Government will evaluate proposals based on the following Factors, listed in descending order of importance:

1.5.1.1 Factor I: Technical Expertise and Capability

1.5.1.2 Factor II: Past Performance Confidence

1.5.1.3 Factor III: Price/Cost (The government shall evaluate for cost realism, reasonableness, and lowest cost/price)

2.0 FACTOR I-Technical Evaluation:

2.1 Factor I, Technical Expertise and Capability, represents MINIMUM acceptable criteria. Offerors' technical information will be used to determine whether the services proposed meet the specifications delineated in this solicitation. Services offered, as provided in the Offeror's technical information, will be evaluated as technically acceptable or technically unacceptable. Offers which are determined to be technically unacceptable will not be further considered for award. Offerors must be rated technically "Acceptable" in each sub-factor listed above to receive an overall technically "Acceptable." In other words, an unacceptable rating for any sub-factor will result in an overall rating of "Unacceptable for Factor I and the proposal may not be considered further for award.

2.2 The purpose of the Technical Expertise and Capability factor is to assess whether the offeror's proposal will satisfy the Government's minimum requirements. The Government shall evaluate the offeror's proposal against the PWS requirements to determine whether the proposal is acceptable or unacceptable using the ratings and descriptions outlined in Table 1.

2.3 There are three sub-factors under Factor I (Technical): Sub-factor (1) (Technical Approach), Sub-factor (2) Management Plan/Staffing Plan and Sub-factor (3) (Resumes). An unacceptable in any sub-factor may result in an overall Factor I rating of unacceptable, rendering the entire proposal ineligible for award.

2.4 The Government will evaluate each Technical Expertise and Capability (TEC) proposal based on its ability to clearly demonstrate its methodology and ability to perform all tasks listed in the PWS. The TEC proposal should demonstrate that the Offeror can accomplish the specified work in a technically competent, timely manner with a minimum of risk to the Government.

2.5 The Government will evaluate each offeror's performance requirements, processes, and related methods used to meet each PWS requirement. An overall rating of "Technically Acceptable" or "Technically Unacceptable" will be developed for each proposal as an integrated approach based on ratings for the Sub-factors. The Government will not award a task order to any offeror with a "Technically Unacceptable" overall rating.

2.6 The following Factor (I) Sub-factors shall be rated individually with these ratings used to determine and overall rating for Technical Expertise and Capability.

2.7 SUB-FACTORS

2.7.1 Sub-factor 1: Technical Approach

2.7.1.1 The Government will evaluate each offer and determine if the Offeror has documented its understanding of the PWS and has effectively demonstrated a successful approach to accomplish the task. –

2.7.1.2 The Government will evaluate technical approach to determine offeror's overall understanding and capability to successfully create and execute the PWS. In determining which rating to apply to the technical approach Sub-factor, the Government will evaluate the approach and schedule that will be incorporated into the program to achieve the stated objectives. Offerors should propose a clear approach to Data Management Tasks, Coaching Tasks, Instrument Presentation Tasks, and deliverables inclusive of delivery of presentations, coaching feedback sessions, orientation meetings, and instrument access/delivery.

2.7.2 Sub-factor 2: Management Plan/Staffing Plan

2.7.2.1 The Government will evaluate each offeror's Staffing/Schedule to determine it has successfully demonstrated that it and its proposed subcontractors will be capable of providing 100% of the required staffing (in terms of labor type and quantity) for the task order. The Government will analyze each offeror's comprehensive and detailed approach to staffing the contract and its ability to train and retain the contractors' and subcontractor employees.

2.7.2.2 The Government will evaluate each offeror's ability to meet the schedule, in terms of placement of the offeror's employees at the required locations within the various time frames that will be required for the Task Order.

2.7.2.3 The Government will evaluate the proposal in terms of the offeror's ability to provide an effective approach to perform, manage, maintain quality, and coordinate various elements of the PWS. The government will evaluate the degree to which the organization shows clear and effective delineation of functional roles and responsibilities. The evaluation will include the effectiveness of the offeror's organization lines of authority and ability to perform on day one of contract.

2.7.2.4 The Government will evaluate the staffing plan to determine the offeror's ability to support the management and technical approach set forth under subfactor (1). Offers should discuss the ability of the proposed instructors to meet performance objectives.

2.7.3 Sub-factor 3: Resumes [Note: Letters of Intent required for other than Contractor/Sub-contractor employees. Please make it clear in the proposal if resumes are provided for current employees.]

2.7.3.1 The Government will evaluate Subject Matter Expert(s) (SMEs) or other identified Key Personnel resumes to determine if proposed personnel meet or exceed requirements and therefore has direct PWS-related knowledge, skills and experience. The knowledge skills should be recent, i.e. within the last three (3) years.

2.7.3.2 The Government enjoys discretion in determining whether the resumes properly demonstrate the knowledge, skills and experience levels required to meet the PWS requirements. Care should be taken to explain how any experience relates to the position. Merely stating years of experience, or where the proposed personnel worked, will not be sufficient. Each resume should be detailed work experience and affirmatively demonstrate how it relates to the PWS stipulated qualifications.

2.7.3.3 The Government will evaluate personnel resumes for experience/skills and education/knowledge. In determining which rating to apply, the Government will consider the extent to which the described experience and education are in-depth, significant, relevant, and recent. The Government will also consider the extent to which the described experience and education contribute to successful performance of the PWS and/or the mission. The PWS sets forth a description of the education and experience for each labor category that is required in order to successfully perform the contract.

2.7.3.4 The offeror must provide a "Letter of Intent" for each resumed individual that is not a current (at the time it submits its offer) employee. It must propose a "Letter of Intent" for any subcontractor employee. This Letter of Intent must be signed and dated. Without the Letter of Intent, the Government considers the resume incomplete and may not further evaluate.

2.8 The following table of Ratings/Definition/Description shall be used for the Technical/Risk Rating for each Sub-factor and for Factor (I). The overall Factor I (Technical) rating will be determined by evaluating the ratings for each of the sub-factors. The offeror shall receive a rating of technically acceptable in all sub factors to receive an overall rating of technically acceptable for Factor-I (Technical). Without a technical acceptable rating for Factor I (Technical) the offeror may not be evaluated further for past performance and/or price.

TABLE 2, TECHNICAL/RISK RATING	
Ratings	Definition
Acceptable	Proposal clearly meets the minimum requirements of the solicitation.
Unacceptable	Proposal does not clearly meet the minimum requirements of the solicitation. Proposal is unawardable.

2.8.1 Unacceptable Rating. Any offeror receiving a score of "unacceptable" in a factor or any sub-factor may render the entire proposal ineligible for award.

3.0 FACTOR II - Past Performance:

3.1 The past performance evaluation is an assessment of the offeror's probability of meeting the minimum past performance solicitation requirements. This assessment is based on the offeror's record of recent and relevant past performance in providing the services similar to the solicitation requirements. The Government will evaluate the offeror's past performance to determine whether the proposal is acceptable or unacceptable using the ratings and descriptions outlined in Table 2.

TABLE 2, PAST PERFORMANCE RATING	
Ratings	Definition
Acceptable	Based on the offeror's performance record, the Government has a reasonable expectation that the offeror will successfully perform the required effort or the offeror's performance record is unknown. (See note below)
Unacceptable	Based on the offeror's performance record, the Government has no reasonable expectation that the offeror will successfully perform the required effort

Note:
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In the case of an offeror without a record of relevant past performance or for information on past performance is not available or so sparse meaningful past performance rating can reasonably assigned, the

offeror may not be evaluated favorable or unfavorable on past performance (see FAR 15.305 (a)(2)(iv)). Therefore, the offeror shall be determined to have unknown past performance. In the context of acceptability/unacceptability, "unknown" shall be considered "acceptable".

3.2 The offeror's performance record should cover relevant prior contracts. Accordingly, the Navy will use past performance information if a recent effort accomplished by the offeror is relevant to the effort to be acquired.

3.3 Relevant past performance will be evaluated based on similarity of service/support, complexity, dollar value, contract type, magnitude and degree of subcontract/teaming. Each offeror shall demonstrate relevant past performance or affirmatively state that it possesses no relevant past performance.

3.4 In the case of an offeror without a record of relevant past performance or for whom information on past performance is not available or so sparse that no meaningful past performance rating can be reasonably assigned, the offeror may not be evaluated favorably or unfavorably on past performance. Therefore, the Navy will characterize this past performance as "unknown past performance." In the context of ratings for acceptability/unacceptability, the Navy will evaluate "unknown past performance" as "acceptable."

3.5 The Navy will apply the ratings of Acceptable and Unacceptable in its evaluation of the past performance of the offerors. The Government's assessment of performance risk is not intended to be the product of a mechanical or mathematical analysis of an offeror's performance on a list of contracts, but rather the product of subjective judgment of the Government after it considers all available relevant and recent information. The Navy will consider whether each offeror has adequately performed prior relevant contracts in areas such as timeliness, quality, cost control and customer satisfaction.

3.6 The Government intends to verify past performance information on contracts listed by the offerors. The Government may contact some or all of the references. The Government reserves the right to obtain information for use in the evaluation of past performance from any and all sources including sources outside of the Government.

3.7 Definitions:

3.7.1 Performance Confidence Assessment is an evaluation of the likelihood (or government's confidence) that the offeror will successfully perform the solicitation's requirements; the evaluation is based upon past performance information.

3.7.2 Recency, as it pertains to past performance information, is a measure of the time that has elapsed since the past performance reference occurred. Recency is generally expressed as a time period during which past performance references are considered relevant.

3.7.3 Relevancy, as it pertains to past performance information, is a measure of the extent of similarity between the service/support effort, complexity, dollar value, contract type, and subcontract/teaming or other comparable attributes of past performance examples and the source solicitation requirements; and a measure of the likelihood that the past performance is an indicator of future performance.

3.7.4 Risk, as it pertains to source selection, is the potential for unsuccessful contract performance. The consideration of risk assesses the degree to which the offeror's proposed approach to achieving the technical factor or sub-factor may involve risk of disruption of schedule, increased cost or degradation of performance, the need for increased government oversight, and the likelihood of unsuccessful contract performance.

3.7.5 Strength is an aspect of an offeror's proposal that has merit or exceeds specified performance or capability requirements in a way that will be advantageous to the government during contract performance.

3.7.6 Weakness is a flaw in the proposal that increases the risk of unsuccessful contract performance. A "significant weakness" in the proposal is a flaw that appreciably increases the risk of unsuccessful contract performance.

3.7.7 Deficiency is a material failure of a proposal to meet a Government requirement or a combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level.

4.0 Factor III – Price

4.1 The Government will evaluate offers for award purposes by adding the total evaluated price for the base periods to the total evaluated price of all option periods. Evaluation of the options WILL NOT obligate the Government to exercise the options. The Government will evaluate offers for award purposes by adding the total evaluated costs for the base period to the total evaluated costs of the option periods. Evaluation of the options WILL NOT obligate the Government to exercise the options.

(b) Options. The Government will evaluate offers for award purposes by adding the total price for all options to the total price for the basic requirement. The Government may determine that an offer is unacceptable if the option prices are significantly unbalanced. Evaluation of options shall not obligate the Government to exercise the option(s).

(c) A written notice of award or acceptance of an offer, mailed or otherwise furnished to the successful offeror within the time for acceptance specified in the offer, shall result in a binding contract without further action by either party. Before the offer's specified expiration time, the Government may accept an offer (or part of an offer), whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award.

(End of provision)

(End of Summary of Changes)