

# ORDER FOR SUPPLIES OR SERVICES

PAGE 1 OF 6 PAGES

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

BPA NO.

1. TE OF ORDER W01/2012		2. CONTRACT NO. (if any) NRC-27-08-322		6. SHIP TO:	
3. ORDER NO. RC TASK ORDER-5		4. REQUISITION/REFERENCE NO. SDB-12-090		a. NAME OF CONSIGNEE U.S. Nuclear Regulatory Commission	
5. BILLING OFFICE (Address correspondence to) U.S. Nuclear Regulatory Commission Div. of Contracts Attn: Ms. Shashi Malhotra (301) 492-3604 Mail Stop TWB-01-B10M Washington, DC 20555				b. STREET ADDRESS Attn: Mr. Anthony Barnes Mail Stop: O3-H06 11545 Rockville Pike	
7. TO:				c. CITY Rockville	d. STATE MD
a. NAME OF CONTRACTOR 3M MANAGEMENT AND TECHNOLOGIES, INC.				f. SHIP VIA	
b. COMPANY NAME				8. TYPE OF ORDER	
c. STREET ADDRESS 150 17TH ST NW STE 602				<input type="checkbox"/> a. PURCHASE <input checked="" type="checkbox"/> b. DELIVERY	
d. CITY WASHINGTON				REFERENCE YOUR Please furnish the following on the terms and conditions specified on both sides of this order and on the attached sheet, if any, including delivery as indicated.	
e. STATE DC				f. ZIP CODE 200364603	
9. COUNTING AND APPROPRIATION DATA 012-7P-K-188, D1367, 252A, 31X0200, DUNS:176422806 DB-12-090, FAIMIS No. RQ123280 Obligate: \$60,000.00				10. REQUISITIONING OFFICE SDB SBCR	
11. BUSINESS CLASSIFICATION (Check appropriate box(es)) <input type="checkbox"/> a. SMALL <input type="checkbox"/> b. OTHER THAN SMALL <input checked="" type="checkbox"/> c. DISADVANTAGED <input type="checkbox"/> d. WOMEN-OWNED <input type="checkbox"/> e. HUBZone <input type="checkbox"/> f. SERVICE-DISABLED <input type="checkbox"/> g. WOMEN-OWNED SMALL BUSINESS (WOSB) <input type="checkbox"/> h. ECONOMICALLY DISADVANTAGED WOMEN-OWNED SMALL BUSINESS (EDWOSB)				12. F.O.B. POINT Destination	
13. PLACE OF a. REJECTION		b. ACCEPTANCE		15. DELIVER TO F.O.B. POINT ON OR BEFORE (Date) As Stated	
		14. GOVERNMENT B/L NO.		16. DISCOUNT TERMS Net 30	

## 17. SCHEDULE (See reverse for Rejections)

M NO. a)	SUPPLIES OR SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
01	In accordance with Section G.3 entitled "Task Order Procedures" of the subject contract, this order definitizes Task Order 005 entitled "Review and Analysis NRC Diversity and Inclusion Performance Trends." This effort shall be performed in accordance with the attached Statement of Work, the terms and conditions of Contract No. NRC-27-08-322, and this task order. The following COST/PRICE SCHEDULE is in effect: COST/PRICE SCHEDULE PERIOD OF PERFORMANCE: Date of award through 06/30/13.		Hour			
02	Principal		Hour			
03	Project Manager		Hour			
04	Senior Diversity Management Consultant		Hour			
05	Administrative Assistant		Hour			

18. SHIPPING POINT		19. GROSS SHIPPING WEIGHT		20. INVOICE NO.		\$63,942.40	17(h) TOT/ (Con page
21. MAIL INVOICE TO:							
SEE BILLING INSTRUCTIONS ON REVERSE		a. NAME Department of the Interior National Business Center				OBLIGATE: \$60,000.00	17(i). GRAN TOTAL
		b. STREET ADDRESS (or P.O. Box) Attn: Fiscal Services Branch - D2270 7301 W. Mansfield Avenue					
		c. CITY Denver	d. STATE CO	e. ZIP CODE 80235-2230			

UNITED STATES OF AMERICA  
BY (Signature)

*Shashi*

23. NAME (Typed)  
Shashi Malhotra  
Contracting Officer  
TITLE: CONTRACTING/ORDERING OFFICER

AUTHORIZED FOR LOCAL REPRODUCTION  
PREVIOUS EDITION NOT USABLE

OPTIONAL FORM 347 (REV. 5/2011)  
PRESCRIBED BY GSA/FAR, 48 CFR 533(f)

TEMPLATE - ADM001

SUNSI REVIEW COMPLETE

AUG 29 2012

ADM002

PAGE NO.  
2

**IMPORTANT:** Mark all packages and papers with correct author name and number.

**DATE OF ORDER**

CONTRACT NO.

**NRC-27-08-322**

ORDER NO.

**NFC TASK ORDER 5**

NRC-27-08-322		NRC TASK ORDER 5				
ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)	QUANTITY ACCEPTED (G)
	<p>Reference is made to your email technical proposal dated 8/17/2012, and revised email cost proposal dated 8/17/2012 in response to this effort.</p> <p>The issuance of this task order does not amend any other terms or conditions of the subject contract.</p> <p>Sections H.2 2052.215-70 KEY PERSONNEL and G.1 PROTECT OFFICER AUTHORITY ALTERNATE 2 are in full effect.</p>					
<p>ACCEPTED: <b>HORACE McCORMACK</b></p> <p><i>[Signature]</i></p> <p>PRINT NAME/SIGNATURE</p> <p><b>8/28/12</b></p> <p>DATE</p>						

**TOTAL CARRIED FORWARD TO 1ST PAGE (ITEM 17(H))**

## **1.1 CONSIDERATION AND OBLIGATION-LABOR-HOUR CONTRACT (AUG 2011)**

- a) The ceiling price to the Government for full performance under this contract is .
- b) The contract includes direct labor hours at specified fixed hourly rates, inclusive of wages, fringe, overhead, general and administrative expenses, and profit.
- c) It is estimated that the amount currently obligated will cover performance through .
- d) This is an incrementally-funded contract and FAR 52.232-22 - "Limitation of Funds" applies.

## **1.2 DURATION OF CONTRACT PERIOD (MAR 1987)**

This contract shall commence on the date of award and will expire June 13, 2013.

## **1.3 REDUCING TEXT MESSAGING WHILE DRIVING (OCT 2009)**

a) In accordance with Section 4 of Executive Order 13513, "Federal Leadership on Reducing Text Messaging While Driving," (October 1, 2009), the Contractor or Recipient is encouraged to:

(1) Adopt and enforce policies that ban text messaging while driving company-owned or rented vehicles or Government-owned vehicles, or while driving privately-owned vehicles when on official Government business or when performing any work for or on behalf of the Government; and

(2) Consider new rules and programs to further the policies described in (a)(1), reevaluate existing programs to prohibit text messaging while driving, and conduct education, awareness, and other outreach programs for employees about the safety risks associated with text messaging while driving. These initiatives should encourage voluntary compliance with the text messaging policy while off duty.

b) For purposes of complying with the Executive Order:

(1) "Texting" or "Text Messaging" means reading from or entering data into any handheld or other electronic device, including for the purpose of SMS texting, e-mailing, instant messaging, obtaining navigational information, or eraging in any other form of electronic data retrieval or electronic data communication.

(2) "Driving" means operating a motor vehicle on an active roadway with the motor running, including while temporarily stationary because of traffic, a traffic light or stop sign, or otherwise. It does not include operating a motor vehicle with or without the motor running when one has pulled over to the side of, or off, an active roadway and has halted in a location where one can safely remain stationary.

c) The Contractor or Recipient shall encourage its subcontractor(s) or sub-recipient(s) to adopt and enforce the policies and initiatives described in this clause.

## **A. WHISTLEBLOWER PROTECTION FOR NRC CONTRACTOR AND SUBCONTRACTOR EMPLOYEES (AUG 2011)**

a) The U.S. Nuclear Regulatory Commission (NRC) contractor and its subcontractor are subject to the Whistleblower Employee Protection public law provisions as codified at 42 U.S.C. 5851. NRC contractor(s) and subcontractor(s) shall comply with the requirements of this Whistleblower Employee Protection law, and the implementing regulations of the NRC and the Department of Labor (DOL). See, for example, DOL Procedures on Handling Complaints at 29 C.F.R. Part 24 concerning the employer obligations, prohibited acts, DOL procedures and the requirement for prominent posting of notice of Employee Rights at Appendix A to Part 24 entitled: "Your Rights Under the Energy Reorganization Act".

b) Under this Whistleblower Employee Protection law, as implemented by regulations, NRC contractor and subcontractor employees are protected from discharge, reprisal, threats, intimidation, coercion, blacklisting or other employment discrimination practices with respect to compensation, terms, conditions or privileges of their employment because the contractor or subcontractor employee(s) has provided notice to the employer, refused to engage in unlawful practices, assisted in proceedings or testified on activities concerning alleged violations of the Atomic Energy Act of 1954 (as amended) and the Energy Reorganization Act of 1974 (as amended).

c) The contractor shall insert this or the substance of this clause in any subcontracts involving work performed under this contract.

**Statement of Work**  
**"Review and Analyze NRC Diversity and Inclusion Performance Trends"**  
– Task Order 005  
**Period of Performance:** Award – AUG 15, 2012- JUN 30 2013  
Managing Diversity Contract - **NRC-27 -08-322**  
U.S. Nuclear Regulatory Commission (NRC)  
Office of Small Business and Civil Rights

## BACKGROUND

Diversity and Inclusion Management in conjunction with the Comprehensive Diversity Management Plan (CDMP) at the Nuclear Regulatory Commission (NRC) has made moderate progress over the past several years; however, there is room for significant improvement. The main challenge has been the imbalance of women and minorities in the feeder group levels (GG13 - GG15) as well as the percentages represented in the SL and SES grades. This imbalance impacts, and has impeded, the expansion and growth in diversity of the personnel in the Feeder Group which requires immediate modification. The approach for this modification will need to be deliberate and bold in challenging the status-quo for how selections are made from the internal applicant pools. NRC Managers and Supervisors are accountable for creating this change within the organization while demonstrating their commitment to encouraging selections without regard to an individual's race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, disability, veteran status, or any other non-merit based characteristics protected by law.

HMM, under NRC contract NRC-27-08-322 shall perform a variety of professional services work to support the SBC with its effective management of its diversity and inclusion program. The vendor will conduct studies and analyses of the CDMP data for Fiscal year 2012 covering the period October 2011 to September 2012.

## OBJECTIVES

The work under this task shall be performed in three (3) phases.

### PHASE 1: Evaluation and assessment of Demographic Data for the CDMP

- o Review Diversity and Trend Analysis report of October 2011, and FY2012 Diversity Action Plan. Reps collect and analyze NRC's diversity data by demographic cohort in the following areas: Permanent Staff, Senior Executive Service Staff, Manager and Supervisor Staff, Hires, Departures, Mid-Level Feeder Groups, Targeted Disability Hires, Performance Appraisal Data and Awards;
- o Conduct a Trend Analysis of newly gathered data from the Office of the Chief Human Capital Officer.
- o Conduct a comparative analysis between NRC and Industry Standards (ORISE, CPDF, CLF, NASA, DOE, NIST, NSF and EPA or other appropriate agencies)
- o Prepare a summary report that outlines results of analyses and provides next steps and suggestions for improvement, for use at the December 2012 Annual EEO Briefing to the Commission.

**Deliverables** 1. Detailed Project Plan outlining the work to be performed under this task order  
2. Draft and Final Report of Findings and Recommendations

### PHASE 2: Develop Action Plans for Future Activities for Improvement in Diversity and Inclusion

- o Develop action plans for improvement of the Diversity Management and inclusion processes within the organization
- o Develop a Power Point presentation for delivery at the December 2012 Annual EEO Briefing to the Commission.

**Deliverables** 1. Action Plans with activities and tasks outlining continuous improvement  
2. Draft and Final Presentation for utilization in Commissioners December meeting  
3. Final Report due by September 30, 2012

**PASE 3: Perform a variety of management consulting and training support services to assist the SBCR staff to enhance the systems and procedures related to Diversity Management and Inclusion**

- Perform reviews of the hiring and promotional practices of the agency as they relate to Diversity Management and inclusion
- Conduct reviews of the NRC Diversity and Inclusion Strategic Plan and perform comparative analyses of planned versus actual performance in Diversity Management and Inclusion programs
- Support all aspects of Diversity Management and Inclusion programs throughout the agency to review and analyze data for reporting and system improvement
- Perform Organizational Development services to improve Diversity Management and Inclusion agency-wide
- Perform any other activities that are covered by the overall NRC contract #NRC-27-08-322.

**Deliverables** 1. Project plans for each sub-task or activity under taken  
2. Draft and Final reports for all sub-tasks and activities undertaken

**Expected Overall Outcomes**

- NRC's Diversity Management data trends through 4<sup>th</sup> Quarter 2012.
- Summary Report of NRC's Diversity standards by Cohort agency-wide.
- Recommendations to increase the levels of minority and women cohorts that do not compare favorably with Industry Standards.
- Draft a final presentation for the Commissioners meeting in December 2012.
- Reports of findings and recommendations for all reviews and analyses performed for NRC.

**SCOPE OF WORK**

The list below summarizes the primary tasks to be completed.

- The contractor shall develop a project management plan
- The contractor shall meet with representatives of SBCR for an initial project kickoff meeting
- The contractor shall review NRC's Comprehensive Diversity Management Plan, FY2011 and FY2012 Diversity Action Plan Reports and diversity data by demographic cohort in the following areas: Permanent Staff, Senior Executive Service Staff, Manager and Supervisor Staff, Hires, Departures, Mid-Level Feeder Groups, Targeted Disability Hires, Performance Appraisal Data and Awards documents related to NRC's diversity performance measures
- The contractor shall meet with representatives of SBCR to discuss findings of FY12 Diversity and Trend Analysis Report and discuss trends from at least five years of data.
- The contractor shall meet with SBCR within 20 days of initial kickoff meeting to discuss NRC FY12 Diversity Trend recommendations
- Contractor shall provide a written draft FY12 Diversity Trends Analysis report with recommendations within 45 days of initial kickoff meeting
- Contractor shall provide a final written report and analysis on FY12 Diversity Trend with recommendations within 60 days of initial kickoff meeting
- Contractor shall be available for consultation during the 60 initial days of implementation of recommendations at NRC to resolve implementation issues.

## **PROJECT MANAGEMENT**

- The Contractor shall prepare materials for a project initiation meeting at NRC within five days after task award
- The Contractor shall provide weekly oral reports to the project officer
- The Contractor shall deliver a closing summary report to the NRC Project Officer on the project
- The Contractor shall meet with the project officer to discuss and deliver the performance assessment review
- The Contractor shall meet with representatives of SBCR in person or through teleconference as needed to respond to implementation issues related to FY12 Diversity Trend recommendations
- The Contractor shall work with the NRC Project Officer and other stakeholders to identify, develop, and evaluate scope, requirements and design, and to review and achieve consensus on deliverables.
  - The Contractor shall work closely with the NRC Project Officer to make decisions, gain approval and resolve issues.

## **INITIATION MEETING**

The Contractor shall attend a task order kickoff meeting that will be conducted at NRC within 5 days following the date of task order award to introduce staff and to conduct a detailed project review. The NRC will provide a detailed overview of the project's objectives and operational expectations and the Contractor will discuss their approach for completing the work.

**Deliverables:** Attend kickoff meeting within 5 days of award and conduct a detailed project review.

**Acceptance Criteria:** Attendance by Project Manager and key staff for a 1 hour meeting.

## **WEEKLY STATUS REPORTS**

The Contractor shall arrange weekly teleconferences and/or meetings with the NRC project officer throughout the life of the task order to discuss issues such as project schedule, budget, resources, equipment goals, milestones, or anything else that may need attention by the NRC Project Officer or Contractor.

**Deliverables:** Participation in weekly status teleconferences and/or meetings.

**Acceptance Criteria:** Attendance by Contractor's Project Manager and key staff for the meeting.

## **REPORTS**

- (1) The Contractor shall provide a draft trend analysis report to the NRC Project Officer 45 calendar days after the initial kickoff meeting and a final trend analysis report 15 calendar days later. The report will provide details about the strengths and weaknesses of the diversity actions and the effectiveness of these actions in assessing agency progress in achieving the goals of the CDMP.

**Deliverables:** Draft FY12 Diversity Action Trend Report 45 calendar days after kickoff meeting and final FY12 Diversity Action Trends Report 15 calendar days later, but not later than October 30, 2012.

**Acceptance Criteria:** The deliverables are received on time and in accordance with the standards described above. The deliverables are subject to review and acceptance by the NRC Project Officer.

- (2) The contractor shall provide a closing summary report on the project to the NRC Project Officer 120 days after the initial kickoff party. The report shall describe, in detail, the project's prior, current, and future activities. The report will also provide details about both the project's technical and budgetary performance during the performance period.



Deliverables: Final summary report provided 120 calendar days after the initial kickoff meeting.

Acceptance Criteria: The deliverable is received on time and in accordance with the standards described above. The deliverables are subject to review and acceptance by the NRC Project Officer

## **MEETINGS**

The contractor shall meet and coordinate with the NRC staff, internal contractors, external vendors, private organizations and other external agencies or government officials as requested to perform the tasks described in this statement.

Deliverables: Arrange meetings and provide minutes as requested within one week of meeting.

Acceptance Criteria: Attendance by contractor's Project Manager and key staff for the meeting.

## **KEY PERSONNEL AVAILABILITY**

The contractor shall maintain continuous availability of all key personnel who are required to successfully perform the work required under this task order.

## **PLACE OF PERFORMANCE AND MEETINGS AND TRAVEL**

All meetings will be held at NRC Headquarters located in Rockville/Bethesda, MD. Meeting hours start and end time are flexible but typically start no earlier than 8:00 a.m. and end no later than 5:00 p.m.

There is no anticipated travel other than to the NRC headquarters (Rockville, MD), 11545 Rockville Pike, Rockville, MD 20852.

## **SAEGUARD OF INFORMATION**

In connection with the performance of the work under this task order, the contractor may be furnished, or may develop or acquire, proprietary data (trade secrets) or confidential or privileged technical, business, or financial information which has not been released to the public or has been determined by the Commission to be otherwise exempt from disclosure to the public. The contractor agrees to hold the information in confidence and not to directly or indirectly divulge, disseminate, or disclose the information in whole or in part to any other person or organization except as may be necessary to perform the work under this task order. The contractor agrees to return the information to the Commission or otherwise dispose of it at the direction of the contracting officer. Failure to comply with this clause is grounds for termination of the Task Order.

## **NRC PROJECT OFFICER**

The NRC Technical Manager will provide overall program direction, review and approve all plans and deliverables.

Name: Anthony P. Barnes  
Address: U. S. Nuclear Regulatory Commission  
Mail Stop: O-3H06  
Washington, DC 20555  
Telephone: (301) 415-1185  
Email: Anthony.barnes@nrc.gov

## **DELIVERABLES**

The delivery schedule shall be the contractor's responsibility and followed accordingly. As part of initial project planning, the contractor will assess the recommended deliverables and submit any changes for approval to the Project Officer.

Each deliverable shall first be delivered in Draft to the Project Officer. The NRC shall have five working days to review each draft deliverable and respond with comments for approval. The contractor will revise and resubmit. Upon approval by the NRC of the original draft or the corrected draft, the deliverable shall be delivered in final form to the NRC, Project Officer and the Contracting Officer. For each deliverable (draft or final), the contractor shall provide one (1) hard copy and one (1) electronic copy, unless indicated. All deliverables shall be formatted and prepared using Microsoft Office Suite.

## **PERSONNEL AND MANAGEMENT REQUIREMENTS**

The contractor shall provide the correct number of qualified, competent, and fully trained personnel to perform the activities delineated under this task order. The contractor's personnel shall act in a courteous, responsive, knowledgeable, and professional manner at all times.

The contractor staff shall possess the following skills:

- Identifying/discussing the nature of subtle differences and biases, and highlight where and how differences and subtle biases enhance or impact organizational performance,

- Conveying the purpose and objective of the diversity and DM initiative,

- Explaining how a MD process can facilitate improve organizational performance;
- assist NRC's employees in defining roles and responsibilities related to agency and office-specific managing diversity initiatives; and discuss links to organizational and individual performance.

- Identifying "SMART" type (specific, measurable, attainable, reasonable, time bound) goals in support of the MD process and discuss how they can be incorporated into office-specific strategic and operating/diversity action plan.

- Developing organizational diagnostics, as requested, including staff input, determining the level of success in managing diversity, and identifying actions needed to enhance organizational performance and improve efficiency and effectiveness.

- Utilizing a combination of lectures, discussions, visual displays, and applicable interactive exercises as tools to help participants better understand the impact of successfully managing a diverse workforce. Conducting individual interviews, group discussions, and surveys may be included.

- Enhancing management and employee awareness or identifying requirements regarding new processes, procedures and desired behaviors.

- Enhancing participant understanding of how new objectives relate to achieving agency and office-specific diversity management goals, promoting a discrimination-free work environment, and providing opportunities for all employees to use their diverse talents to support the agency's mission.

- Clarifying roles, responsibilities and expectations.

The contractor shall provide a resume for each individual proposed to work on this