

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES	
				1 17	
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.	
P00001		See Block 16C		ZEROREQ-NRR-20-0050	
6. ISSUED BY		CODE		5. PROJECT NO. (If applicable)	
NRCHQ					
US NRC - HQ ACQUISITION MANAGEMENT DIVISION MAIL STOP TWFN-07B20M WASHINGTON DC 20555-0001		7. ADMINISTERED BY (If other than Item 6)		CODE	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)		(x)		9A. AMENDMENT OF SOLICITATION NO.	
HUMAN SYNERGISTICS INC ATTN MARY MCCULLOCK 148 RANDHURST VILLAGE DRIVE SUITE 200 MOUNT PROSPECT IL 600561149					
				9B. DATED (SEE ITEM 11)	
		x		10A. MODIFICATION OF CONTRACT/ORDER NO.	
				31310020P0013	
				10B. DATED (SEE ITEM 13)	
CODE 076332428		FACILITY CODE		02/18/2020	

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☐ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☐ is not extended.
Offers 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 ACKNOWLEDGEMENT 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)
N/A

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	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:
X	D. OTHER (Specify type of modification and authority) FAR 52.212-4 (c) : CHANGES

E. IMPORTANT: Contractor ☐ is not. ☒ is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)
SEE PAGE TWO (2) FOR DESCRIPTION OF MODIFICATION TO REVISE THE PURCHASE ORDER WORK REQUIREMENTS

Total Ceiling Amount (Base and All Options): \$119,965.00 (unchanged)
Total Exercised Ceiling Amount: XXXXXXXXXX (unchanged)
Total Funding Obligation Amount: \$59,045.00 (unchanged)
Period of Performance: 02/18/2020 to 02/17/2021

Except as provided herein, all terms and conditions of the document referenced in Item 9 A 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)	
		JENNIFER A. DUDEK TEL: 301-415-2257 EMAIL: Jennifer.Dudek@nrc.gov	
15B. CONTRACTOR/OFFEROR	15C. DATE SIGNED	16B. UNITED STATES OF AMERICA	16C. DATE SIGNED
 (Signature of person authorized to sign)		 (Signature of Contracting Officer)	03/23/2020

The purpose of this modification is to revise the work requirements to replace Task 4.2 entitled, "Participation in NRC Regulatory Information Conference" with the task for "Participation in Detailed On-site Planning Session," as well as add in Task 4.3, entitled, "Subject Matter Expert Coaching Call Support," at no additional cost to the Government. Accordingly, the purchase order's sections for 1) consideration and obligation for the labor hour and cost reimbursement costs; 2) the price/cost schedule; and 3) the Statement of Work are hereby modified as follows:

1) Section **B.3 CONSIDERATION AND OBLIGATION-LABOR-HOUR CONTRACT ALTERNATE I** is deleted in its entirety and replaced with the following:

"(a) The total exercised ceiling amount of the Labor-Hour portion of this contract is [REDACTED] and this amount is fully-funded. The Labor-Hour amount will increase, upon exercise of any optional tasks, as noted below:

Optional CLIN 20001g: Task 8.3: Biweekly Subject Matter Expert Coaching Call:

2) Section **B.4 CONSIDERATION AND OBLIGATION--COST REIMBURSEMENT (TRAVEL)** is deleted in its entirety and replaced with the following:

"(a) The total exercised ceiling amount of the cost reimbursable travel portion under this contract is [REDACTED] and this amount is fully-funded. The cost reimbursable travel portion will increase, upon exercise of any optional tasks, as noted below:

Optional CLIN 20002: Optional Travel to Support Resurvey: [REDACTED]"

3) Section **B.5 PRICE/COST SCHEDULE** is deleted in its entirety and replaced with the following:

BASE TASKS/CLINS					
CLIN	DESCRIPTION	UNIT	UNIT PRICE	QTY	TOTAL
00001	Task 1: Kick-Off Meeting and Pre-Survey Activities; Task 4.1: Project Management; & Task 5: Executive Results Debriefing (Pricing for this task includes Task 1.1: Kick-Off Meeting; Task 1.2 Baseline Survey Recommendations; Task 1.3: Data Management Plan; and Task 1.4 – Preview of Survey)				
00002	Task 2: Baseline Survey Administration				
00002a	Organizational Culture Inventory (OCI) & Organizational Effectiveness Inventory (OEI) Surveys				
00002b	OCI-Ideal Surveys				
00003	Task 3: Baseline Survey Analysis and Reporting				
00003a	Baseline Survey Data File, Analysis, and Correlations				
00003b	OCI/OEI Subgroup Reports (up to 12 additional)				
00003c	OCI-only Subgroup Reports (up to 15)				
00003d	Comment Review & Cleaning of Open-Ended Question Responses (up to 60 pages; priced per page)				
00004	Task 4.2: Participation in Detailed On-site Planning Session				
00005	Task 6: Culture Journey Experience Certification and Materials				
00006	Subject Matter Expert Coaching Call **Labor Hour Line Item**				
BASE TASKS - SUBTOTAL FIXED PRICE & LABOR HOUR CLINS					
00007	Travel The government will pay up to the rates specified in the Government Federal Travel Regulations (FTR) for travel destination. NO PAYMENT WILL BE MADE WITHOUT BACKUP DOCUMENTATION/RECEIPTS. *All travel must be approved in advance by the NRC COR.*				
BASE SUBTOTAL TRAVEL CLIN					
TOTAL BASE CONTRACT CEILING					

OPTIONAL TASKS/CLINS						
10001	Task 7 – Interim Pulse Assessment (OPTIONAL TASK)					
10001a	Interim Pulse Assessments (OPTIONAL TASK)	■	■	■	■	■
10001b	Interim Pulse Assessment Reporting (OPTIONAL TASK)	■	■	■	■	■
10001c	Interim Pulse Assessment Project Administration (OPTIONAL TASK)	■	■	■	■	■
OPTIONAL CLIN 10001 TOTAL						■
20001	Task 8: Resurvey (OPTIONAL TASK)					
20001a	Task 8.1: OCI & OEI Resurveys (OPTIONAL TASK)	■	■	■	■	■
20001b	Task 8.2: OCI/OEI Detailed Report for Resurveys (OPTIONAL TASK)	■	■	■	■	■
20001c	Task 8.2: OCI/OEI Subgroup Reports for Resurveys (up to 12 additional) (OPTIONAL TASK)	■	■	■	■	■
20001d	Task 8.2: OCI-only Subgroup Reports for Resurvey (up to 15) (OPTIONAL TASK)	■	■	■	■	■
20001e	Task 8.2: Comment Review & Cleaning of Open-Ended Question Responses for Resurvey (up to 60 pages; priced per page) (OPTIONAL TASK)	■	■	■	■	■
20001f	Task 8.3: Resurvey Project Support & Analysis (OPTIONAL TASK)	■	■	■	■	■
20001g	Task 8.3: Biweekly Subject Matter Expert Coaching Call (OPTIONAL TASK) **Labor Hour Line Item**	■	■	■	■	■
CONTRACT OPTIONAL TASKS/CLINS -SUBTOTAL FIXED PRICE & LABOR HOUR CLINS						■
20002	Optional Travel to Support Resurvey The government will pay up to the rates specified in the Government Federal Travel Regulations (FTR) for travel destination. NO PAYMENT WILL BE MADE WITHOUT BACKUP DOCUMENTATION/RECEIPTS. *All travel must be approved in advance by the NRC COR.*					
OPTIONAL CLIN 20001 TOTAL						■
TOTAL CONTRACT OPTIONAL TASKS/CLINS						■
TOTAL CEILING (BASE AND ALL OPTIONAL TASKS/CLINS)						\$ 119,965.00

4) Attachment Number 1 entitled, “**STATEMENT OF WORK - Support for U.S. Nuclear Regulatory Commission Agency-wide Culture Assessment**,” is deleted in its entirety and replaced with Attachment 1.

All other terms and conditions of the purchase order remain unchanged.



STATEMENT OF WORK

Support for U.S. Nuclear Regulatory Commission Agency-wide Culture Assessment

Contents

- S.1 Title of Project
- S.2 Background
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- S.14 Contractor Travel
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S.1 Title of Project

Support for U.S. Nuclear Regulatory Commission Agency-wide Culture Assessment

S.2 Background

In a briefing to the Commission on October 29, 2019, the U.S. Nuclear Regulatory Commission (NRC) Executive Director for Operations (EDO), discussed aspects of NRC's transformation vision of becoming a modern, risk-informed regulator. As one initiative to support the broader transformation effort, the EDO described fostering a culture of change. The EDO referred to culture as "...shared organizational values, assumptions, beliefs, and behaviors that provide signals about what is accepted and what is expected of our employees." The EDO continued to say that "...efforts in this area are focused on how we should lead during times of change to enable trust, eliminate fear of change, and encourage thinking big across all of the Agency. It includes holding ourselves accountable for meeting our mission, leading by example, meeting milestones that we set for ourselves for transformation." The EDO established a focused initiative to address the agency's culture, wherein the specific objectives are to identify behaviors, model behaviors, and train staff on behaviors that are in keeping with support for the broader transformation objectives. Key to success of the initiative is developing a framework to objectively assess both the NRC's current culture baseline, and to formulate measurable indicators of progress towards a desired end state. Staff have determined that outside expertise is needed to establish rigorous and analytically sound methodologies for such assessments, utilizing validated and replicable tools.

S.3 Objective

The objective of this contract is to procure expert support for the development, administration, and analysis of results of an agency-wide survey or surveys utilizing the Human Synergistics Organizational Culture Inventory (OCI), the OCI-Ideal, and the Organizational Effectiveness Inventory (OEI). The contractor will also provide training and resources for staff to address actionable findings from the baseline survey, and thereby bring about the desired cultural changes. Finally, the contractor will provide such training and resources as are necessary for a limited number of NRC staff to become accredited to deliver the Human Synergistics Employee Journey Experience at a future date.

S.4 Scope of Work/Tasks

The contractor shall provide all resources necessary to accomplish the tasks and deliverables described in this Statement of Work (SOW).

Task 1 – Kick-Off Meeting and Pre-Survey Activities

Task 1.1 – Kick-Off Meeting

The contractor shall participate via conference call in a kick-off meeting with an audience of NRC staff to be determined jointly by the contractor and the Contracting Officer's Representative (COR). The purpose of the kick-off meeting shall be to ensure mutual understanding of the objectives, terms, and conditions of the contract. By the conclusion of the call, the contractor and NRC staff shall agree upon a date to begin survey administration and a schedule of actions to be



taken in support of that date. The kick-off meeting shall be held within 10 business days from the start of the period of performance for this contract.

Task 1.2 – Baseline Survey Recommendations

Prior to full-scale administration of the survey, the contractor shall provide recommendations for the administration of up to 1,200 OCI and OEI surveys and up to 100 OCI-Ideal surveys to NRC staff. The recommendations shall include at least the following information:

- Recommendations for open-ended and closed-ended questions to consider adding to the survey(s);
- Recommendations for the methodology for determining the sample of staff who will take the survey;
- Recommendations for communicating information about the survey to all NRC staff and those staff who are selected to take the survey;
- Recommendations on best practices for survey administration, including the duration of administration and means to ensure that the survey instrument is accessible to employees with disabilities (e.g., visual impairments); and
- Recommendations on sub-groups to include in the results reports.

The contractor shall provide this information orally at the kickoff meeting teleconference and via email to the COR no less than 10 business days prior to the start of the survey administration period.

Task 1.3 – Data Management Plan

Prior to full-scale administration of the survey, the contractor shall provide the following information about survey data:

- A description of the data file(s) generated when a respondent submits a completed survey;
- A description of policies and procedures that will be put in place to ensure that data access is restricted to authorized users;
- A description of policies and procedures that will be put in place to ensure that data are not used for purposes other than those expressly approved by the COR; and
- A description of any restrictions on the use of survey data intended to ensure the confidentiality of respondents.

The contractor shall provide this information orally at the kickoff meeting teleconference and via email to the COR no less than five (5) business days prior to the start of the survey administration period.

Task 1.4 – Preview of Survey

Prior to full-scale administration of the survey, the contractor shall provide access to each of the survey instruments to the COR and additional staff identified jointly by the COR and the contractor at the kick-off meeting. These access privileges shall not count against the number of surveys described in Task 2. Staff with access to the survey shall have the ability to examine the survey user interface and question sequencing. Access shall be provided no less than five (5) business days prior to the start of the survey administration period.



Task 2 – Baseline Survey Administration

The contractor shall provide support necessary for the administration of up to 1,200 OCI and OEI surveys and up to 100 OCI-Ideal surveys on date(s) to be mutually determined by the contractor and the COR. The surveys shall include up to five (5) open-ended questions and up to 40 closed-ended questions. The dates on which the surveys commence shall be determined jointly by the contractor and COR at the kickoff meeting, but shall be no sooner than 10 business days and no later than 30 business days after the start of the period of performance.

Task 3 – Baseline Survey Analysis and Reporting

The contractor shall provide the following:

- (1) Excel (.xls or .xlsx) data file(s) with all survey results at the individual respondent level and sortable by organizational reporting unit. Note: the data file will include all individual responses, but the organizational reporting unit will be redacted if there are less than 5 respondents for that unit;
- (2) A system-generated report on the agency-wide survey results to address current culture, ideal culture, and work climate assessment results; and
- (3) System-generated reports on up to an additional 22 OCI-OEI subgroups and 15 OCI-only subgroups to be determined by the COR

The contractor shall review and cleanse open-ended questions to ensure that they preserve respondent confidentiality. The data file(s) and reports shall be transmitted electronically to the COR no more than 20 business days from the date that the survey administration period ends.

Task 4 – Consulting Support

Task 4.1 – Project Management

The contractor shall make available a subject matter expert on organizational culture to provide as-needed support to NRC from the beginning of the period of performance until the baseline survey analysis and reporting is completed. The support shall include a 60 to 90 minute bi-weekly phone call between the subject matter expert and NRC staff on dates and times to be mutually determined by the contractor and the COR. The contractor shall also provide email support, qualitative instruction examples, and results debrief templates, as mutually agreed upon by the contractor and the COR.

Task 4.2 – Participation in Detailed On-site Planning Session

One subject matter expert from the contractor shall travel to Rockville, Maryland to participate in a detailed on-site planning session to lay out the current state, probe improvement alternatives and define an improvement structure that can be checked with other stakeholders in parallel with the administration of the culture assessment. The planning session will be held on March 12, 2020. The subject matter expert shall be the key personnel for this contract. The subject matter expert shall be available for one full working day.



Task 4.3 – Subject Matter Expert Coaching Call Support

The contractor shall make available a subject matter expert on organizational culture to provide as-needed coaching support to NRC during the baseline survey planning, administration, analysis, and associated follow-up. The coaching support shall be in the form of a 60 minute phone call between the subject matter expert and NRC staff on dates and times to be mutually determined by the contractor and the COR. This task supplements the bi-weekly phone call between the subject matter expert and NRC staff in Task 4.1.

Task 5 – Executive Results Debriefing

One subject matter expert from the contractor shall travel to NRC Headquarters in Rockville, Maryland for a one-day baseline survey results debriefing with NRC staff on a date to be mutually determined by the contractor and the COR, but no more than 30 business days from the date that the survey administration period ends.

The debriefing shall provide at least the following information:

- Overview of culture and climate assessment process;
- Description of agency-wide results of ideal culture and current culture surveys;
- Indication of gaps between ideal culture and current culture;
- Description of agency-wide results of work climate/effectiveness survey and correlations to culture survey;
- Description of sub-group results for current culture and work climate/effectiveness surveys; and
- Recommendations for areas of focus to close gaps between ideal culture and current culture.

Task 6 – Culture Journey Experience Certification and Materials

The contractor shall provide online accreditations for two (2) NRC staff to be determined by the COR for the Culture Journey Experience. The contractor shall also provide, by shipment to NRC Headquarters, one bin (three table sets) of materials for the Culture Journey Experience. The accreditations and materials shall be provided no more than 60 days from the start of the period of performance.

Task 7 (Optional) – Interim Pulse Assessment

If work for this optional task is to be authorized, it shall be authorized by the Contracting Officer by contract modification.

Task 7.1 – Interim Pulse Assessment Administration

The contractor shall provide access to, and support necessary for, the administration of up to 1,200 OCI and OEI interim pulse assessments (i.e., a shortened OCI and OEI survey) on date(s) to be mutually determined by the contractor and the COR. The interim pulse assessment shall begin no sooner than 12 months and no later than 16 months from the starting date of the baseline survey.



Task 7.2 – Interim Pulse Assessment Reporting

The contractor shall provide the following data file(s) and reports structured as necessary to highlight changes in the survey results compared to the baseline surveys:

- (1) Excel (.xls or .xlsx) data file(s) with all survey results at the individual respondent level and sortable by organizational reporting unit. Note: the data file will include all individual responses, but the organizational reporting unit will be redacted if there are less than 5 respondents for that unit;
- (2) A PowerPoint report on the agency-wide survey results to address changes in the current culture and work climate assessment results; and
- (3) PowerPoint reports on up to an additional 22 subgroups to be determined by the COR

These files and reports shall be transmitted electronically to the COR no more than 20 business days from the date that the survey administration period ends.

Task 8 (Optional) – Resurvey

If work for this optional task is to be authorized, it shall be authorized by the Contracting Officer by contract modification.

Task 8.1 – Resurvey Administration

The contractor shall provide access to, and support necessary for, the readministration of 1,200 OCI and OEI surveys on date(s) to be mutually determined by the contractor and the COR. The survey readministration shall begin no sooner than 24 months from the starting date of the baseline survey and no later than two (2) months prior to the end of the contract period of performance. The survey readministration shall allow for up to five (5) open-ended questions and up to 40 closed-ended questions.

Task 8.2 – Resurvey Administration Reporting

The contractor shall provide the following data file(s) and reports structured as necessary to highlight changes in the survey results compared to the baseline surveys:

- (1) Excel (.xls or .xlsx) data file(s) with all survey results at the individual respondent level and sortable by organizational reporting unit. Note: the data file will include all individual responses, but the organizational reporting unit will be redacted if there are less than 5 respondents for that unit;
- (2) A system-generated report on the agency-wide survey results to address changes in current culture and work climate assessment results; and
- (3) System-generated reports on up to an additional 22 OCI-OEI subgroups and 15 OCI-only subgroups to be determined by the COR.

The contractor shall review and cleanse open-ended questions to ensure that they preserve respondent confidentiality. These reports shall be transmitted electronically to the COR no more than 20 business days from the date that the survey administration period ends.



Task 8.3 – Project Management

The contractor shall make available a subject matter expert on organizational culture to provide as-needed support to NRC from time this optional task is exercised until the resurvey analysis and reporting is completed. The support shall include a 60 to 90 minute bi-weekly phone call between the subject matter expert and NRC staff on dates and times to be mutually determined by the contractor and the COR. The contractor shall also provide email support, qualitative instruction examples, and results debrief templates, as mutually agreed upon by the contractor and the COR.

Task 8.4 – Executive Results Debriefing

One subject matter expert from the contractor shall travel to NRC Headquarters in Rockville, Maryland for a one-day resurvey results debriefing with NRC staff on a date to be mutually determined by the contractor and the COR, but no more than 30 business days from the date that the resurvey administration period ends.

The debriefing shall provide at least the following information:

- Overview of culture and climate assessment process;
- Description of agency-wide results of ideal culture and current culture surveys;
- Indication of gaps between ideal culture and current culture;
- Description of agency-wide results of work climate/effectiveness survey and correlations to culture survey;
- Description of sub-group results for current culture and work climate/effectiveness surveys; and
- Recommendations for areas of focus to close gaps between ideal culture and current culture.

S.5 Reporting Requirements

The contractor shall be solely responsible for the completion of those reports described in Section S.4. The due date for reports are specified in Section S.4 and S.6. Any delays anticipated in the completion of those reports shall be communicated to the COR by email as soon as practicable, but no less than three (3) business days prior to the due date.

S.6 List of Deliverables

Deliverable Number	Task Number	Description	Format	Due Date
1	1.1	Kick-off meeting	Teleconference	Within 10 business days of the start of the period of performance
2	1.2	Baseline survey recommendations	Teleconference and email	No less than 10 business days prior to start of survey administration period



ATTACHMENT 1

3	1.3	Data management plan	Teleconference and email	No less than 5 business days prior to start of survey administration period
4	1.4	Preview of survey	Weblink for selected staff to access survey	No less than 5 business days prior to start of survey administration period
5	2	Baseline survey access	Weblink for participants to complete survey	To be mutually determined by the contractor and COR. No sooner than 10 business days and no later than 30 business days after the start of the period of performance
6	3	Baseline survey result data file(s)	Excel file(s) (.xls, .xlsx) transmitted electronically to COR	No more than 20 business days after the survey administration period ends
7	3	Baseline survey analysis report(s) – agency-wide and subgroup	Word (.doc, .docx) or .pdf file transmitted electronically to COR	No more than 20 business days after the survey administration period ends
8	4.1	Biweekly subject matter expert coaching calls	Teleconference	From beginning of the period of performance until the baseline survey analysis and reporting is completed – dates and times to be mutually determined by contractor and COR
9	4.2	Participation in Detailed On-site Planning Session	In-person session in Rockville, MD	March 12, 2020
10	4.3	Subject Matter Expert Coaching Call Support	Teleconference	From beginning of the period of performance until the baseline survey analysis and reporting is completed – dates and times to be mutually determined by contractor and COR
11	5	Baseline survey results debriefing	In-person meeting at NRC Headquarters in Rockville, Maryland	No more than 30 business days after the survey administration period ends
12	6	Two accreditations for Culture Journey Experience	Access to web-based accreditation platform	Within 60 days of the beginning of the period of performance for this contract
13	6	One bin (three table sets) of Culture Journey Experience Materials	Shipment to NRC Headquarters in Rockville, Maryland	Within 60 days of the beginning of the period of performance for this contract

**ATTACHMENT 1**

14*	7.1	Interim pulse assessment	Weblink for participants to complete survey	To be mutually determined by the contractor and COR. No sooner than 12 months and no later than 16 months from the starting date of the baseline survey
15*	7.2	Interim pulse assessment data file(s)	Excel file(s) (.xls, .xlsx) transmitted electronically to COR	No more than 20 business days from the date that the survey administration period ends
16*	7.2	Interim pulse assessment analysis report(s) – agencywide and subgroup	Word (.doc, .docx) or .pdf file transmitted electronically to COR	No more than 20 business days from the date that the survey administration period ends
17*	8.1	Survey readministration	Weblink for participants to complete survey	To be mutually determined by the contractor and COR. No sooner than 24 months from the starting date of the baseline survey and no later than two months prior to the end of the contract period of performance
18*	8.2	Survey readministration assessment data file(s)	Excel file(s) (.xls, .xlsx) transmitted electronically to COR	No more than 20 business days from the date that the survey administration period ends
19*	8.2	Survey readministration analysis report(s) – agencywide and subgroup	Word (.doc, .docx) or .pdf file transmitted electronically to COR	No more than 20 business days from the date that the survey administration period ends
20*	8.3	Biweekly subject matter expert coaching calls	Teleconference	From the time this optional task is exercised until the resurvey analysis and reporting is completed – dates and times to be mutually determined by contractor and COR
21*	8.4	Resurvey results debriefing	In-person meeting at NRC Headquarters in Rockville, Maryland	No more than 30 business days after the resurvey administration period ends
*Optional				

S.7 Required Materials, Facilities, Hardware/Software

The contractor shall provide the following materials, facilities, hardware, or software required for this contract/order:



- (1) Web-based access to conduct OCI and OEI baseline surveys for up to 1,200 staff and to OCI-Ideal baseline surveys for up to 100 staff
- (2) Web-based access for two staff for the Culture Journey Experience accreditation platform
- (3) One bin (three table sets) of Culture Journey Experience Materials
- (4) Web-based access to conduct OCI and OEI interim pulse assessments for up to 1,200 staff (optional)
- (5) Web-based access to conduct OCI and OEI resurveys for up to 1,200 staff (optional)

S.8 Release of Publications

Any documents generated by the contractor under this contract/order shall not be released for publication or dissemination without CO and COR prior written approval.

S.9 Place of Performance

The work to be performed under this contract/order will be performed at the contractor's facility other than the Detailed On-site Planning Session described in Task 4.2 and the briefing at NRC Headquarters described in Task 5 and Task 8.4.

S.10 Recognized Holidays

N/A

S.11 Hours of Operation

N/A

S.12 Certification and License Requirements

N/A

S.13 Key Personnel and Qualification Requirements

The following position has been designated as key personnel:

Senior Organizational Development Specialist

- Over 20 years multi-year experience in the administration and interpretation of organizational culture surveys
- Extensive practice in the administration of OCI, OEI, and OCI-Ideal surveys
- Over 10 years client-service experience

S.14 Contractor Travel

The contractor shall conduct the following travel:

- (1) One contractor staff shall travel to Rockville, Maryland to participate in a Detailed On-site Planning Session. The subject matter expert shall be available for one working day.



- (NOTE: The NRC and Human Synergistics, Inc. agree that travel expenses will not be billed to the NRC for this trip.)
- (2) One contractor staff shall travel to NRC Headquarters in Rockville, Maryland for a one-day survey results debriefing.
 - (3) Optional Travel (if Task 8 is exercised) - One contractor staff shall travel to NRC Headquarters in Rockville, Maryland for a one-day resurvey results debriefing.

The contractor will be authorized travel expenses consistent with the Federal Travel Regulation (FTR) and the limitation of funds specified in the travel line item of this contract/order. All travel invoiced by the contractor for reimbursement shall include detailed receipts of all expenses. All travel requires prior written Government approval from the CO, unless otherwise delegated to the COR.

S.15 Data Rights

The models and reports used by the Contractor to present the data obtained from surveys, as well as the surveys used to collect the data, are copyrighted © and the Contractor shall retain all its intellectual property rights in these materials. With the exception of materials for which the contractor holds commercial rights, the NRC shall have unlimited rights to and ownership of all deliverables provided under this contract/order, including reports, recommendations, briefings, work plans and all other deliverables. All documents and materials are the property of the Government with all rights and privileges of ownership/copyright belonging exclusively to the Government. These documents and materials may not be used or sold by the contractor without prior written authorization from the CO. All materials supplied to the Government shall be the sole property of the Government and may not be used for any other purpose. This right does not abrogate any other Government rights.

S.16 Incremental Development for Software

N/A

S.17 Section 508 – Information and Communication Technology Accessibility

S.17.1 Introduction

In December 2000, the Architectural and Transportation Barriers Compliance Board (Access Board) pursuant to Section 508(2)(A) of the Rehabilitation Act Amendments of 1998, established electronic and information technology (EIT) accessibility standards for the federal government.

The Standards for Section 508 of the Rehabilitation Act (codified at [36 CFR § 1194](#)) were revised by the Access Board, published on January 18, 2017 and minor corrections were made on January 22, 2018, effective March 23, 2018.

The Revised 508 Standards have replaced the term EIT with information and communication technology (ICT). ICT is information technology (as defined in [40 U.S.C. 11101\(6\)](#)) and other equipment, systems, technologies, or processes, for which the principal function is the creation, manipulation, storage, display, receipt, or transmission of electronic data and information, as well as any associated content. Examples of ICT include, but are not limited to: Computers and peripheral equipment; information kiosks and transaction machines; telecommunications



equipment; customer premises equipment; multifunction office machines; software; applications; Web sites; videos; and, electronic documents.

The text of the Revised 508 Standards can be found in 36 CFR § 1194.1 and in Appendices A, C and D of 36 CFR § 1194 (at https://www.ecfr.gov/cgi-bin/text-idx?SID=caeb8ddcea26ba5002c2eea047698e85&mc=true&tpl=/ecfrbrowse/Title36/36cfr1194_main_02.tpl).

S.17.2 General Requirements

In order to help the NRC comply with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. § 794d)(Section 508), the Contractor shall ensure that its deliverables (both products and services) within the scope of this contract/order are

1. in conformance with, and
2. support the requirements of the Standards for Section 508 of the Rehabilitation Act, as set forth in Appendices A, C and D of 36 CFR § 1194.

S.17.3 Applicable Provisions of the Revised 508 Standards

The following is an outline of the Revised 508 Standards that identifies what provisions are always applicable and which ones may be applicable. If “Maybe” is stated in the table below, then those provisions are applicable only if they are within the scope of this acquisition.

Applicable to the Contract/Order?	Provision of 36 CFR Part 1194
Yes	1. Appendix A to Part 1194 – Section 508 of the Rehabilitation Act: Application and Scoping Requirements
Yes	<ul style="list-style-type: none"> ○ Section 508 Chapter 1: Application and Administration - <i>sets forth general application and administration provisions</i>
Yes	<ul style="list-style-type: none"> ○ Section 508 Chapter 2: Scoping Requirements - <i>containing scoping requirements (which, in turn, prescribe which ICT – and, in some cases, how many – must comply with the technical specifications)</i>
Maybe	2. Appendix C to Part 1194 – Functional Performance Criteria and Technical Requirements
Maybe	<ul style="list-style-type: none"> ○ Chapter 3: Functional Performance Criteria – <i>applies to ICT where required by 508 Chapter 2 (Scoping Requirements) and where otherwise referenced in any other chapter of the Revised 508 Standards</i>
Maybe	<ul style="list-style-type: none"> ○ Chapter 4: Hardware
Maybe	<ul style="list-style-type: none"> ○ Chapter 5: Software
Maybe	<ul style="list-style-type: none"> ○ Chapter 6: Support Documentation and Services (<i>applicable to, but not limited to, help desks, call centers, training services, and automated self-service technical support</i>) (<i>Always applies if Chapters 4 or 5 apply</i>)



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Applicable to the Contract/Order?	Provision of 36 CFR Part 1194
Yes	<ul style="list-style-type: none"> Chapter 7: Referenced Standards
Maybe	3. Appendix D to Part 1194 – Electronic and Information Technology Accessibility Standards as Originally Published on December 21, 2000

Refer to Chapter 2 (Scoping Requirements) first to confirm what provisions in Appendix C apply in a particular case.

Section E203.2 applies only to the NRC, except as specified below.

S.17.4 Exceptions

S.17.4.1 Legacy ICT

Unless a deliverable of this contract/order is identified in this contract/order as Legacy ICT, use by the Contractor of the *Legacy ICT* general exception (section E202.2 of 36 CFR § 1194) shall only be permitted on a case-by-case basis for applicable legacy ICT and with advance written approval from the COR.

S.17.4.2 Undue Burden

The *Undue Burden* general exception (section E202.6 of 36 CFR § 1194) is not expected to be applicable to work performed by the Contractor. If there are questions about potential application of this exception, please discuss with the CO.

S.17.4.3 Best Meets

Based on discussions with the Contractor, it is understood that the Contractor's products are not fully compliant with Section 508 of the Rehabilitation Act, as the assessment is not fully compatible with screen readers. The NRC acknowledges the Contractor's product falls under the *Best Meets* (section E202.7 of 36 CFR § 1194) exception to Section 508 of the Rehabilitation Act. The Contractor agrees to provide individuals with disabilities access to and use of the information and data by an alternative means that meets identified needs, as specified in E202.7.2 of 36 CFR § 1194.

S.17.4.4 National Security Systems

Based on the definition at [40 U.S.C. 11103\(a\)](#), the *National Security Systems* general exception (section E202.3 of 36 CFR § 1194) is not applicable to this contract/order.

S.17.5 Additional Requirements

S.17.5.1 Notification Due to Impact from NRC Policies, Procedures, Tools and/or ICT Infrastructure

If and when 1) the Contractor is dependent upon NRC policies, procedures, tools and/or ICT infrastructure for Revised-508-Standards-conformant delivery of any of the products or services under this acquisition, and 2) the Contractor is aware that conformance of products or services will be negatively impacted by capability gaps in NRC policies, procedures, tools and/or ICT infrastructure, the Contractor shall inform the COR so that the NRC can both be aware and take corrective action.

**S.17.5.2 Other**

It is desirable that the Contractor address the applicable provisions of the Revised 508 Standards throughout product and service lifecycles rather than only performing a conformance check toward the end of a process.

S.18 Applicable Publications (Current Editions)

N/A

S.19 Security Requirements

None.