


AWARD/CONTRACT		1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)		RATING		PAGE OF PAGES 1 65	
2. CONTRACT (Proc. Inst. Ident.) NO. NRC-HQ-84-17-C-0004				3. EFFECTIVE DATE See Block 20C		4. REQUISITION/PURCHASE REQUEST/PROJECT NO. OCHCO-17-0130	
5. ISSUED BY US NRC - HQ ACQUISITION MANAGEMENT DIVISION MAIL STOP TWFN-8E06M WASHINGTON DC 20555-0001		CODE NRCHQ		6. ADMINISTERED BY (If other than Item 5)		CODE	
7. NAME AND ADDRESS OF CONTRACTOR (No., Street, City, Country, State and ZIP Code) EVOLUTION MANAGEMENT INC ATTN DEBORAH KING 4994 LOWER ROSWELL ROAD PARKAIRE COMMONS SUITE 32 MARIETTA GA 30068				8. DELIVERY <input type="checkbox"/> FOB ORIGIN <input checked="" type="checkbox"/> OTHER (See below)			
				9. DISCOUNT FOR PROMPT PAYMENT 30			
				10. SUBMIT INVOICES (4 copies unless otherwise specified) TO THE ADDRESS SHOWN IN		ITEM	
CODE 929628089		FACILITY CODE					
11. SHIP TO/MARK FOR NUCLEAR REGULATORY COMMISSION NUCLEAR REGULATORY COMMISSION WASHINGTON DC 20555-0001		CODE NRCHQ		12. PAYMENT WILL BE MADE BY		CODE	
13. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION: <input type="checkbox"/> 10 U.S.C. 2304 (c) () <input checked="" type="checkbox"/> 41 U.S.C. 253 (c) (0)				14. ACCOUNTING AND APPROPRIATION DATA See Schedule			
15A. ITEM NO	15B. SUPPLIES/SERVICES			15C. QUANTITY	15D. UNIT	15E. UNIT PRICE	15F. AMOUNT
	Continued						
15G. TOTAL AMOUNT OF CONTRACT						\$335,636.78	
16. TABLE OF CONTENTS							
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	C	DESCRIPTION/SPECS./WORK STATEMENT			J	LIST OF ATTACHMENTS	
	D	PACKAGING AND MARKING		PART IV - REPRESENTATIONS AND INSTRUCTIONS			
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CONTRACTING OFFICER WILL COMPLETE ITEM 17 (SEALED-BID OR NEGOTIATED PROCUREMENT) OR 18 (SEALED-BID PROCUREMENT) AS APPLICABLE							
17. <input checked="" type="checkbox"/> CONTRACTOR'S NEGOTIATED AGREEMENT (Contractor is required to sign this document and return <u>1</u> copies to issuing office.) Contractor agrees to furnish and deliver all items or perform all the services set forth or otherwise identified above and on any continuation sheets for the consideration stated herein. The rights and obligations of the parties to this contract shall be subject to and governed by the following documents: (a) this award/contract, (b) the solicitation, if any, and (c) such provisions, representations, certifications, and specifications, as are attached or incorporated by reference herein. (Attachments are listed herein.)				18. <input type="checkbox"/> SEALED-BID AWARD (Contractor is not required to sign this document.) Your bid on Solicitation Number <u>NRC-HQ-84-17-R-0018</u> , including the additions or changes made by you which additions or changes are set forth in full above, is hereby accepted as to the items listed above and on any continuation sheets. This award consummates the contract which consists of the following documents: (a) the Government's solicitation and your bid, and (b) this award/contract. No further contractual document is necessary. (Block 18 should be checked only when awarding a sealed-bid contract.)			
19A. NAME AND TITLE OF SIGNER (Type or print)				20A. NAME OF CONTRACTING OFFICER MARK THOMPSON			
19B. NAME OF CONTRACTOR		19C. DATE SIGNED		20B. UNITED STATES OF AMERICA		20C. DATE SIGNED	
BY (Signature of person authorized to sign)				BY  (Signature of the Contracting Officer)		09/28/2017	

SECTION C. STATEMENT OF WORK

THE NRC accepts Evolution Management's Proposal as received.

C.1 Title of Project

This Project is titled: "Competency / Position Modeling Development"

C.2 Background

The Nuclear Regulatory Commission (NRC) licenses and regulates the Nation's civilian use of radioactive materials to protect public health and safety, promote the common defense and security, and protect the environment. The NRC's regulatory mission includes three main areas: 1) Reactors - commercial reactors for generating electric power and research and test reactors used for research, testing and training; 2) Materials – uses of nuclear materials in medical, industrial, and academics setting and facilities that produce nuclear fuel; 3) Transportation storage, and disposal of nuclear materials and waste and decommissioning of nuclear facilities from service.

To support the mission the NRC employs technical and non-technical staff in a variety of roles and positions. In support of its mission, the NRC provides a program of training and qualification for its inspectors and other technical personnel. Staff are required to complete training and qualification programs to develop the skills needed to perform their duties

The NRC is looking to enhance employee agility by reducing the time required to shift employees or their work assignments to meet the demands of a changing environment. To support this initiative, the Agency is piloting a new approach to strategic workforce planning using competency modeling to identify training gaps and skill needs for mission-critical positions. A competency model is a framework for organizing a collection of observable skills, behaviors, knowledge, and attitudes that impact the quality of work that people do. It describes what people need to be able to do in order to execute their responsibilities effectively. By documenting the competency models needed to execute job tasks, the NRC can perform a gap analysis of existing qualification programs against needed knowledge and skills and make changes to its qualification programs to make training and development programs more efficient and effective.

Competency models have the ability to close skill gaps and will support the long-term strategic workforce planning efforts by the agency to enhance the NRC's ability to plan and execute its mission in a more effective, efficient, and agile manner. To be successful, competency models must be role-specific to provide NRC employees with a baseline that tells them what skill gaps exist and what development activities are needed to transition to different roles. The competency models also must identify various levels of proficiency and performance.

C.3 Objective

The objective of this contract is to develop competency models for selected NRC technical and corporate support positions ("Roles").

C.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). Activities under this project are being conducted to accelerate the development of competency models and a skills inventory to support agency strategic workforce planning efforts. The contractor shall provide the following services:

Task 1: Review Organizational Structure and Develop a Recommended List of Roles.

1. *Perform Organizational Review and Develop Recommended List of Roles:* The contractor shall perform a review of the NRC organizational structure and positions and develop a recommended list of roles or job families ("Roles") for the competency model to be developed under task C.4.3.
2. *Review Organizational Roles and Position Descriptions:* The contractor shall review the information on organizational roles and position descriptions provided by the Contracting Officer's Representative (COR).
3. *Develop List of Roles for Possible Modeling:* Based on the outcome of the organizational review, the contractor shall develop a recommended list of roles for possible competency modeling. After this list is developed, the COR will select the roles that will then be modeled under Task C.4.3. (minimum 5 and a maximum of 50 roles).
4. *Develop and maintain a Project Plan:* Jointly with the NRC COR, the contractor shall determine the roles to be modeled and develop a Project Plan with a list of the roles based on NRC COR's selection of identified roles for the project. After the initial Project Plan is developed, the contractor deliver revised Project Plans within 2 days of COR request.
5. The Contractor shall complete the organizational review, identification of roles and the Project Plan shall within 60 days of contract award.

Task 2: Conduct Interviews with NRC Staff.

1. For each role selected under the Project Plan development in Task C.4.1., the NRC COR shall identify the NRC Subject Matter Experts to be interviewed and coordinate interviews with the contractor.
2. The contractor shall interview the selected NRC Subject Matter Experts for the purpose of developing the competency model under Task C.4.3.
3. During the scheduled interviews, the selected NRC Subject Matter Experts shall provide information to the contractor on their specific roles and responsibilities for each job description as it relates to their current duties.

Task 3: Develop Position / Competency Models.

1. Identify Specific Tasks for Each Role: Based on the input collected in these interviews with the NRC Subject Matter Experts, the contractor shall identify and develop examples of specific tasks for each role.
2. Identify Proficiency Levels for Each Task: For each for each task identified, the contractor shall identify both behavioral examples as well as proficiency levels, using the following numerical scale: (1) Learning, (2) Basic, (3) Applied, (4) Skilled, (5) Expert.
3. Develop a Task Model for Each Selected Role: The contractor shall develop the completed competency model in accordance with the standard format included as an example in this SOW.
4. The contractor shall complete the competency / position model no later than 30 calendar days after completion of the scheduled subject matter expert interviews.

C.4.4. GENERAL INFORMATION

1. For the purposes of maintaining consistency with previously-completed work, the NRC COR will provide the contractor access to current developed competency models.
2. The NRC COR will order at least (5) but no more than fifty (50) competency / position models to be developed under this contract.
3. The NRC COR will select the roles to be modeled.
4. The contractor shall conduct these NRC Subject Matter Expert interviews via virtual meetings, or teleconference, or at a designated NRC facility if requested by the COR.
5. If travel is authorized by the NRC COR, the contractor shall travel to the designated location specified by the COR to complete the interviews. Potential interview locations include: Atlanta, GA; Arlington, TX; King of Prussia, PA; Lisle, IL; Chattanooga, TN; and Rockville, MD.
6. Scheduled interview dates shall be arranged between the COR and the contractor and confirmed by written delivery order from the COR to the contractor (email is permissible).
7. The NRC may reschedule or cancel any session without obligation to the government should the NRC determine no later than thirty (30) days prior to the scheduled workshop.

C.5 Reporting Requirements

C. 5.1 Monthly Status Reports

The contractor shall provide a Monthly Progress Report with an option for a briefing/presentation after each model to the NRC. The NRC shall provide feedback and the contractor will make adjustments if necessary. The contractor can develop the report template.

C.5.2 Final Report

The contractor shall provide a Final Report summarizing the work performed and the results and conclusions reached under this contract. The Final Report shall include any and all details, observations, and recommendations for follow on actions for onboarding, career planning or training the contractor believes to be relevant under the circumstances. The contractor can develop the report template.

The Contractor shall deliver the Final Report to the COR prior to the expiration of the contract period of performance. The Final Report shall not be considered complete until the COR reviews and accepts the Final Report.

C.6 Level of Effort

CLINS	SOW Tasks	FY 18	FY 19	FY 20	TOTAL LOE
00001	Task 1	200	0	0	200
00002	Tasks 2 & 3	850	600	200	1,650
TOTAL	Tasks 1 – 3	1,050	600	200	1,850

C.7 List of Deliverables

The following are required deliverables under this contract:

1. A recommended list of roles for the project based on the contractor's NRC organizational review performed as part of Task C.4.1.
2. Develop and maintain Project Plan: A Project Plan with a list of roles performed as part of Task C.4.1., for subsequent model competency development under Task C.4.3. To be delivered within 2 days of COR request.
3. Competency / Position Models: For each role that is selected for competency modeling development under Task C.4.3, the contractor shall develop examples of specific tasks, behavioral examples and proficiency levels at different numerical proficiency levels for each task.

The Contractor shall provide all deliverables to the COR in a Microsoft Word format. The NRC will provide a template for the competency / position models.

C.8 **Release of Publications**

No documents generated by the contractor under this contract shall be released for publication or dissemination without CO and COR prior written approval.

C.9 **Place of Performance**

The primary location of contract performance will be the contractor facility via virtual workshops. Contractor travel may be required to assist with organizational / position review or interviews if requested. If travel is authorized by the COR it will be scheduled at one of the following NRC locations:

1. NRC Headquarters Location:

U.S. Nuclear Regulatory Commission
White Flint Complex
1555 Rockville Pike
Rockville, MD 20852-2738

2. U.S. NRC Region I:

2100 Renaissance Blvd., Suite 100
King of Prussia, PA 19406-2713

3. U.S. NRC Region II:

Marquis One Tower
245 Peachtree Center Ave. N.E., Suite 1200
Atlanta, GA 30303

4. U.S. NRC Region III:

2443 Warrenville Road
Suite 210
Lisle, Illinois 60532-435

5. U.S. NRC Region IV:

1600 East Lamar Boulevard
Arlington, Texas 76011-4511

6. U.S. NRC Technical Training Center:

Osborne Office Center
5746 Marlin Road, Suite 200
Chattanooga, TN 37411-5677

C.10 **Personnel and Qualification Requirements**

The following positions have been designated as key personnel: (See Section H, clause 2052.215-70 KEY PERSONNEL. (JAN 1993))Competency Model Developer(s) / Facilitator(s) – All contractor personnel proposed for this labor category shall have a minimum of five years of professional experience developing competency models for technical positions in an engineering or scientific field. Experience performing job task analysis is desired but not required.

C.11 **Contractor Travel**

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 requires prior written Government approval from the Contracting Officer (CO), unless otherwise delegated to the COR.

C.12 **Data 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, to include the source codes of any software, produced under this contract/order 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.

Section J Attachment 2
Competency Model Example
REGULATORY AND TECHNICAL ANALYSIS TASKS

Task Example: Perform event assessments

Rating	Behavioral Examples
5 - Expert	<ul style="list-style-type: none"> Recognized by decision makers as an expert in event assessments <ul style="list-style-type: none"> Usually able to provide recommendations based on event analysis Apply foresight to defend conclusions <ul style="list-style-type: none"> Anticipate and prepare for objections Identify key, but traditionally unexplored, areas to investigate Create event assessment templates for others to use Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> Understand all modeling assumptions of different plant types Understand aspects of the event that aren't explicitly included in the model <ul style="list-style-type: none"> Revise the model accordingly Consistently provide well supported recommendations to management based on results/conclusions Translate technical to layman's language and vice versa with ease Follow up with stakeholders to ensure understanding of results Consistently communicate to stakeholders in an unbiased fashion <ul style="list-style-type: none"> Provide all sides of the event (the "good, bad, and ugly") Allow them to make their own decisions Apply insight to defend conclusions <ul style="list-style-type: none"> Apply personal experience and a broader understanding of regulatory framework in my defense Reviewers typically concur with my assessments Demonstrate Applied behaviors
3 - Applied	<ul style="list-style-type: none"> Quickly identify the resources required to understand the event Understand the event <ul style="list-style-type: none"> Review operational event information (e.g., Licensee Event Report (LER)) Evaluate the conditions that led to the event Refer to sources that contain plant-specific information <ul style="list-style-type: none"> Final Safety Analysis Reports (FSARs) Standardized Plan Analysis Risk (SPAR) model reports Operator training manuals Plant visits Licensing submittals Integrated Safety Analysis (SA) summaries Model the event <ul style="list-style-type: none"> Understand the scope of the Probabilistic Risk Assessment (PRA) model Select the appropriate Event/Fault Tree(s) and relevant components Understand the human reliability aspects of the event Perform a recovery analysis Run the analysis <ul style="list-style-type: none"> Perform an uncertainty analysis (or sensitivity case(s) as appropriate) Modify the model (e.g., adjust code input) <ul style="list-style-type: none"> Modify model logic Modify data Re-run the computer code Review results <ul style="list-style-type: none"> Understand the cut sets, sequences, uncertainties, and results Challenge and/or validate assumptions used in the analysis Interpret and draw conclusions <ul style="list-style-type: none"> Determine risk significance Communicate results to appropriate stakeholders Defend conclusions by identifying assumptions and limitations

Rating	Behavioral Examples
2 - Basic	<ul style="list-style-type: none"> • Can independently perform some, but not all, Applied behaviors <ul style="list-style-type: none"> ○ Can perform basic event assessments on my own or with limited assistance for some tasks ○ Obtain guidance to help me learn and perform more complex event assessments • Understand basic modeling assumptions • Occasionally have difficulties finding the resources required to understand plant-specific information
1 - Learning	<ul style="list-style-type: none"> • Understand the difference between developing a risk model/PRA and performing a risk assessment (e.g., event or degraded condition) using a risk model • Can execute individual event assessment tasks assigned to me

Perform uncertainty and sensitivity analyses

Rating	Behavioral Examples
5 - Expert	<ul style="list-style-type: none"> • Recognized by decision makers as an expert in risk assessments <ul style="list-style-type: none"> ◦ Usually able to provide recommendations based on risk analysis • Apply foresight to defend conclusions <ul style="list-style-type: none"> ◦ Anticipate and prepare for objections • Explore various distribution types to determine the most appropriate to use as part of the uncertainty analysis, and document the basis for the determination • Determine a set of sensitivity analyses that collectively addresses the most risk-significant sources of uncertainty in the PRA model or application • Identify key, but traditionally unexplored areas to investigate • Create risk assessment templates for others to use • Recognized as an expert in model software (e.g., SAPHIRE) <ul style="list-style-type: none"> ◦ Can easily perform manipulations ◦ Frequently engaged by peers for support on software-related issues • Demonstrate Skilled behaviors
4 - Skilled	<ul style="list-style-type: none"> • Use a simple means to perform diverse analysis to estimate the range of results <ul style="list-style-type: none"> ◦ Cross-check order of magnitude • Characterize results and insights in terms of regulatory significance • Translate technical to layman's language and vice versa with ease • Follow up with stakeholders to ensure understanding of results • Consistently communicate to stakeholders in an unbiased fashion <ul style="list-style-type: none"> ◦ Provide all perspectives of the analyses (the "good, bad, and ugly") ◦ Describes the broader context of the analyses ◦ Allow management to make their own decisions • Apply insight to defend conclusions <ul style="list-style-type: none"> ◦ Apply personal experience and a broader understanding of regulatory framework in my defense ◦ Reviewers typically concur with my assessments • Possess advanced knowledge of modeling software (e.g., SAPHIRE) <ul style="list-style-type: none"> ◦ Can perform complex simulations independently • Demonstrate Applied behavior
3 - Applied	<ul style="list-style-type: none"> • Recognize/identify assumptions and limitations • Identify bounding and realistic assumptions and inputs • Identify key parameters <ul style="list-style-type: none"> ◦ Ranges ◦ Probabilistic distributions ◦ Understanding which are correlated and which are independent • Run the analysis <ul style="list-style-type: none"> ◦ Modify the model if applicable <ul style="list-style-type: none"> ▪ Modify model logic ▪ Modify data • Review results • Interpret and draw conclusions <ul style="list-style-type: none"> ◦ Determine risk significance • Adept in use of modeling software (e.g., SAPHIRE) • Communicate results to appropriate stakeholders • Defend conclusions by identifying assumptions and limitations
2 - Basic	<ul style="list-style-type: none"> • Can independently use modeling software (e.g., SAPHIRE) for basic tasks • Can perform some, but not all, actions required to perform uncertainty and sensitivity analyses <ul style="list-style-type: none"> ◦ Able to quickly identify resources to help me accomplish tasks if needed

Rating	Behavioral Examples
1 - Learning	<ul style="list-style-type: none"> • Familiar with modeling software (e.g., SAPHIRE) • Understand different sources of uncertainty and what is covered in the model • Understand policy guidance on the use of uncertainty