

**STATEMENT OF WORK  
ON-DEMAND LEADERSHIP TRAINING LICENSES  
FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)  
RECOVERY DIRECTORATE**

## **1.0 Purpose**

The Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA), Recovery Directorate, has a requirement to procure on-demand leadership training licenses. The training licenses will support Recovery Directorate supervisors in acquiring and maintaining the skills needed to be effective managers. Course content will include a focus on leadership development, team formation, and understanding and addressing unconscious bias.

## **2.0 Background**

FEMA's mission is helping people before, during, and after disasters. The 2022-2026 FEMA Strategic Plan emphasizes the importance of enhancing the capacity of the FEMA workforce. Under Goal 3, Promote and Sustain a Ready FEMA and Prepared Nation, the agency has established an objective to build a resilient and diverse workforce that prioritizes career growth and development opportunities in the agency.

The Assistant Administrator for Recovery held a series of listening sessions on diversity and inclusion with directorate staff in July 2020. Key themes from those sessions included the need to provide unconscious bias and leadership development training and professional curriculum to Recovery supervisors. In response, the Recovery Directorate invested in new professional development programs for first and second-line supervisors for calendar years 2021, 2022, and 2023. This procurement will extend these investments and Recovery's commitment to meeting FEMA's strategic vision of a Ready FEMA.

## **3.0 Scope**

FEMA requires 500 on-demand leadership training licenses with course curriculum focused on unconscious bias and leadership development for a period of 12-months.

### **3.1 On-Demand Leadership Training Licenses**

The contractor shall offer FEMA a suite of on-demand leadership training courses available to individual license holders through an online platform. The contractor shall deliver 500 individual on-demand training licenses for FEMA to assign to Recovery Directorate supervisors.

Within 7 business days of contract award, the contractor shall schedule a kick-off meeting with FEMA to discuss the process for assigning and managing the training licenses. FEMA prefers a training interface that allows FEMA to assign licenses virtually/remotely rather than relying on the contractor to fulfill this function. To support FEMA with the assignment and management of licenses, the contractor shall:

- Provide detailed instructions via email to all license holders on the steps they must take to activate their training license.
  - Provide twelve (12) 30-minute orientation sessions with license holders to introduce the on-demand training license interface and the course content available to them.
  - Provide an ability for FEMA to track course completion at the individual, Recovery division and sub-organization, and course level.
  - Provide a dedicated POC for whom FEMA can contact Chris Miller; chris.miller@franklincovey.com, 801.230.0496 (Cell); with questions or issues with license assignment and management. The contractor shall respond to inquiries within 24-hours of receipt.
  - Allow FEMA to re-assign on-demand training licenses if an individual has not activated their license within 30 days of assignment.
- FEMA and the contractor shall meet quarterly to review current usage of the on-demand training licenses. These quarterly reviews must include a review of course evaluations received to date. Between meetings, the contractor shall support FEMA in facilitating monthly discussions with on-demand license holders about ideas, tools, and resources from the required training curriculum, as well as feedback that FEMA license holders have on courses. FEMA will manage the administrative and logistical aspects of these monthly discussions, with the contractor's role limited to providing ideas to FEMA on topics for these sessions.

### 3.2 Course Curriculum

The training courses must address the following topics and learning objectives:

- Unconscious Bias: Help individuals recognize the impact of bias on behaviors, decisions, and performance. Explore bias and create ways to ensure all employees are respected, included, and valued.
- Trust: Helps leaders increase their personal credibility, practice specific behaviors that increase trust, and improve organizational trust.
- Essential Leadership Attributes: Develop leaders who can think strategically, adapt quickly, and translate strategy into meaningful work.
- Leading Teams: Equip first-line supervisors with the essential skills and tools to get work done with, and through, other people. This course content shall focus on transitioning new first-line supervisors from individual contributors to leaders of teams.
- Personal Effectiveness: Introduce leaders to the fundamentals of increasing emotional intelligence, self-management, and interpersonal skills.
- Coaching: Help leaders coach their teams to higher performance.
- Productivity: Provide tips and resources to help individuals master time management and make high-impact choices about where to invest time, attention, and energy.

Each course must include the following content:

- Videos;
- Animations (i.e., training must not be static displays of information);
- Exercises and opportunities for self-reflection;
- Assessments, including 360-degree assessment tools to collect feedback from FEMA employees who do not possess an on-demand training license;
- Toolkits that an individual may download and apply to their work;
- Facilitator guides that allow an individual user to deliver the course content to FEMA employees;
- Links to supplemental resources on the same management topic that can be used by individuals; and
- Course evaluations for participants to complete.

The individual courses must be broken down into learning modules of approximately 60 – 90 minutes long. The contractor shall also offer ‘train the trainer’ options.

Upon contract award, FEMA will—with recommendations from the contractor—select the courses from the contractor’s library for inclusion in each license.

The course curriculum must include access to a resource library of performance support tools for supervisors. This resource library shall include actionable articles, tools, and tips to help leaders build skills, solve problems, and be more effective in their jobs. The resource library must include content in the following areas: (1) managing teams; (2) managing one’s own professional development; (3) working with others (e.g., conflict management, building relationship), and (4) communicating to peers (e.g., effective meetings, persuasion). License holders must be allowed to share these resources with the employees they supervise, even if these employees are not assigned an on-demand training license.

## **4.0 Order**

This order is for 500 on-demand leadership training licenses. The Contractor shall deliver within 10-12 business days from date of award or sooner to:

FEMA Headquarters  
Recovery Directorate  
500 C Street SW  
Washington, DC 20472

## **5.0 Period of Performance**

September 28, 2023- September 27, 2024.