

Statement of Objectives (SOO) For Mitigation Change Management Framework

Purpose

The Federal Insurance and Mitigation Administration (FIMA), Mitigation Directorate, an organization within the Federal Emergency Management Agency (FEMA), has experienced a \$5 billion increase in funding through the Infrastructure Investment and Jobs Act (IIJA) signed into law on November 15, 2021. This increase in funding is unprecedented, and while beneficial to stakeholders, will require rapid and exponential growth within the Mitigation Directorate to manage the associated workload, staffing, and processes. Additionally, with such a massive increase to Mitigation's grant programs, there is a significant amount of public scrutiny on our ability to execute on these funds. As such, the Mitigation Directorate will need to obtain subject matter expertise in change management, to include data gathering, change strategy development, change strategy execution, as well as monitoring and evaluation of the change process. FIMA and the Mitigation Directorate will need to ensure all change efforts align with current and anticipated Resilience organizational efforts, the FEMA Strategic Plan, the established Mitigation Governance Framework, and other organizationally focused initiatives across the Directorate.

Scope or Mission

The Scope of this effort includes directorate-wide support for Mitigation. The Mitigation change efforts will seek to leverage existing data and collect additional data to assess change maturity and identify effective change strategies while defining change needs and developing a change management approach for Mitigation. The scope includes:

- Articulate the change story
- Execute change strategies that prepare Mitigation to adopt and thrive within the change
- Build capacity within Mitigation staff and leadership to adapt to changes
- Monitor progress of change impacts and continuously adapt strategies to respond to feedback

Period of Performance

The period of performance for this statement of objectives is 29 Sep 2022 – 28 Sept 2023.

Place of Performance

The primary place of performance will be the Mitigation Directorate, Federal Insurance Management Agency.

Background

Under the current Potomac Wave Task Order (70FA6021F000000026), Mitigation will begin to build the foundation for change by initiating a survey and executing a group coaching pilot focused on building the capacity and skills of the Mitigation supervisors and managers to manage through change.

- The pilot is data driven and informed by the Mitigation Directorate Organizational Health Initiative and Federal Employee Viewpoint Survey results.
- Begins with a consensus building session with Mitigation senior leaders to understand the entire landscape of Mitigation change/improvement efforts, align actions, and deconflict efforts to ensure all Mitigation change efforts are and remain consistent.
 - This session will help to appropriately scope a subsequent survey
 - This session will help in integrating Justice 40, equity, climate resilience, and other FEMA priorities into the change effort
- Includes a survey of Mitigation leaders to understand the organization's needs, opportunities, and constraints relative to the change effort.
- Includes group coaching (6 sessions) for a subset of up to 4 Mitigation leaders to test solutions and understand opportunities and constraints relative to the change effort.

Performance of Objectives

Objective 1- Assess the Change Landscape (Base Year)

The following tasks will support an appropriately scaled readiness assessment and lead to an informed change management approach based on the assessment.

- Use feedback from the leadership coaching pilot to design and implement a change-focused leadership development program.
- Convene Mitigation Leadership to develop the change story and articulate the future state of Mitigation using a dialogic approach to co0create the narrative.
- Assess leadership and staff readiness for change along with strategic communications, governance, process refinement, and knowledge management needs.
- Develop change management plan with staged roadmaps for each workstream
- Develop a Mitigation change management plan with staged roadmaps for each workstream
- Identify the change champions/agents
- Assess, evaluate, and determine how to incorporate the Strategy/Governance Framework into performance planning goals for Mitigation directorate wide.

A. Objective 1 Deliverables

1. Pilot evaluation Analysis
2. Leadership Change Story Narrative

3. Change Management Plan

4. Develop SES specific performance goals for incorporation into the FY23 midyear review in April.

Objective 2- Implement Stage 1 of the Change Roadmap (Base Year).

The first implementation objective will include carrying out the Stage 1 strategies identified in the Change Management Plan. Objective 1 will heavily inform the execution of Objective 2 and will include more granularity as Objective 1 closes out. Objective 2 will include the following tasks.

- Organize and kickoff Quick Wins and Stage 1 change strategies
- Convene change champions/agents to assess progress and collect feedback
- Review data and evaluate progress with the Mitigation Directorate's senior leadership staff to identify continuous improvement opportunities.
- Assess and determine how to incorporate FIMA/Mitigation Strategy/Governance Framework into performance planning goals directorate wide.

A. Objective 2 Deliverables

1. Change champion/agent meeting agendas and outputs

2. Change effort progress reports

3. Develop Division Directorate, Branch/Section Chief, and supervisor specific performance goals for incorporation in CY 24 performance plans by 1 January 2023.

Objective 3- Implement Stages 2+ of the Change Roadmap (Option Years One and Two).

- Organize and kickoff Stage 2 change strategies
- Convene changes champions/agents to assess progress and collect feedback
- Review data and evaluate progress with Mitigation Leadership to identify opportunities for new or refined change strategies, as needed
- Organize and kickoff additional (Stages 3+) change strategies

A. Objective 3 Deliverables

1. Change champion/agent meeting agendas and outputs

2. Change effort progress reports

3. Final report based on data and progress evaluation to inform subsequent stages

Objective 4- Project Management. To support and execute this project, the contractor will conduct the following project management activities:

- Participate in kick off meeting with the Contracting Officer (CO), the Contracting Officer Representative (COR), and Task Monitor
- Provide a draft and final project plan

- Provide monthly status report on progress, risks, needs, and achieved milestones
- Meet with the CO, COR, and Task Monitor as requested

A. Project Management Deliverables

- Project Kick Off Meeting Agenda and Summary
- Draft Project Plan
- Final Project Plan
- Monthly Status Report

Project Timeline. The following timeline aligns with the phases of the fiscal years.

