

**National Preparedness Assessment Division  
(NPAD) Disaster Services Support Contract  
Call Order xx – HQ Field Leadership Support  
Performance Work Statement**

## **1. General**

The purpose of this Performance Work Statement (PWS) is to initiate a Call Order from the Continuous Improvement Program (CIP) Disaster Support Blanket Purchase Agreement (BPA) for disaster support services to support Federal Emergency Management Agency (FEMA) continuous improvement, enrichment, change management support, and after-action activities for FEMA's field leadership. This support is anticipated to culminate in the development of documents and activities to identify and support best practices, identify areas of improvement and capture strengths and innovations to ensure continuous improvement across the field the Regions, and the Agency.

### **1.1. Background**

CIP is responsible for leading the Agency and Regions' culture of continuous improvement throughout the disaster lifecycle through consistent processes to discover, validate, and implement operational areas for improvement, strengths, and potential best practices to develop change management across the Agency. CIP also facilitates issue resolution by tracking improvement efforts from Major Declared Disasters, elevating Observations to field, regional, or headquarters programs for action, and frequently sharing information with stakeholders regarding areas for improvement, strengths, and potential best practices derived from disaster operations.

CIP is responsible for leading regional after-action review efforts in coordination with field and regional leadership and helping to implement actions to address identified areas for improvement, sustainment of strengths, and codification of best practices through creation of documents and staff enrichment and empowerment.

This call order is intended to support the Field Leadership Program Directorate (FLPD). Deliverables will be program-based and reviewed independently by applicable staff. Discrepancies will be adjudicated by the COR, Task Lead, or designee.

FLPD manages and supports FEMA's Field Leadership Cadre. Field Leaders manage disasters in volatile, uncertain, complex, and ambiguous environments and require strong leadership skills. They also require effective program management and process improvement support during and after a disaster. As the complexity and frequency of such events increase year-to-year, FLPD requires a robust recruiting, hiring, training, and retention framework and a qualified work force to be able to effectively carry out FEMA's mission. Additionally, data collected and produced during disaster operations needs to be analyzed to generate insights and improvement recommendations on program policies, procedures, training materials, management practices and policies, and other processes. FLPD needs support to develop and implement a comprehensive recruiting, hiring, training, and retention framework to be able to respond to current and future challenges to its workforce structure.

The 2022-2026 FEMA Strategic Plan lists one of strategic goals "strengthen the emergency management workforce" in the strategic goal 3.1. Goal 3.3 is "unify coordination and delivery of federal assistance", and goal 1.1 is "cultivate a FEMA that prioritizes and harnesses a diverse workforce". To meet these strategic objectives the Field Leadership Directorate (FLD) develop a set of priorities for CY23, which include developing a Field Leader Career Progression Plan; integrating FCOs and IMAT Team Leads into new career progression plan; recruiting and hiring 10 FCOs, 5 COS, 10 EXECs, and 3 Analytical Advisors, ensuring field leaders develop and use a common operational guideline to deliver FEMA programs in the field; improving field leaders training and capability to integrate recovery operations during their field deployment; implementing best-in-class business management processes, and fostering stakeholder engagement to support and facilitate FLD's work. These Directorate priorities fall under the scope of Field Leadership Program Division and the division requires contract support to ensure an effective implementation of Agency and Directorate efforts.

## **1.2. Scope**

The scope of this Performance Work Statement (PWS) is to provide the Field Leadership Program Division support with six major lines effort: 1) Professional development, 2) Workforce recruitment and hiring, 3) Workforce retention, 4) Project management and process improvement, 5) Stakeholder communication, and 6) Program management. These lines of effort are congruent with Continuous Improvement strategies, processes, and best practices.

### **1.3. Objective**

The objective of this PWS is to enhance the continuous improvement and change management capability of the Field Leadership Program Division by adding to the capability of the Program, to timely and effectively support Field Leaders in their work during the response and recovery phases of a disaster, and to achieve the program objectives described herein. FEMA's ability to meet these objectives specifically relates to the 2022-2026 FEMA strategic goal 1.1: "Cultivate a FEMA that prioritizes and harnesses a diverse workforce"; strategic goal 3.1: "strengthen the emergency management workforce"; and strategic goal 3.3: "Unify coordination and delivery of federal assistance".

## **2. Tasks**

The contractor shall provide necessary services to support preparing to deliver call orders for professional development support, workforce recruitment, hiring, and retention support; project management and process improvement support; stakeholder communication support; and program management to implement change management within the program.

The contractor shall acknowledge receipt of this Call Order to support steady-state operations to the contracting officer or designee via email within one (1) business day of receipt. The contractor shall perform the following tasks in coordination with and under the direction of the government. The tasks in this call order are non-severable.

### **2.1. Professional Development Support**

- Plan and support quarterly Workshops to deliver a discussion-based workshop on the theme and of FLPD's choosing. Focus includes, but is not limited to, improving culture and instilling FEMA's core values through presentations and activities, such as role play and scenario-based discussion.
- Develop trainings in alignment with FLPD leadership direction and provide draft materials in advance of training delivery.
- Develop and deliver quarterly professional development trainings, offsite sessions and/or seminars (up to 3 hours) to FLPD staff, Field Leaders, and/or JFO personnel.
- Provide training/seminar summaries and make recommendations for future professional development delivery.
- Provide periodic resources, activities, or prompts on relevant leadership and culture topics to reinforce themes from prior sessions and workshops.
- Provide additional support for organizational and leadership development priorities on an as-needed basis.

## **2.2. Workforce Recruitment and Hiring Support**

- Revise and analyze deployment and personnel data to develop workforce forecasting report.
- Assess and evaluate recruitment strategies and process.
- Support development and implementation of internal Field Leader/FCO Academy (formerly FCO Apprentice Program)
- Develop general and ad hoc recruiting strategies, processes, communication plans, candidate assessment protocols and criteria, and outreach strategies.
- Conduct quantitative and qualitative analysis on data collected from workforce during the hiring process, onboarding, deployment, and end of employment.
- Support change management and implementation of recruitment strategies.

## **2.3 Workforce Retention Support**

- Develop comprehensive retention strategy framework for the Federal Coordinating Officer and IMAT Team Lead positions.
- Support development of mentorship program for Federal Coordinating Officers and IMAT Team Leads, as applicable.
- Support implementation and management of mentorship program.
- Support change management and implementation of comprehensive retention strategy framework.
- Conduct quantitative and qualitative analysis on initiatives such as work/life balance incentives, recognition, executive leadership opportunities, etc.
- Support development of retention activities.

## **2.4 Project Management and Process Improvement Support**

- Follow-on data collection and validation of findings through interviews, surveys, and other engagements.
- Support strategic survey and interview design, survey and interview sampling, qualitative data collection methods such as hotwashes and focus groups, statistical data analysis, and text analytics.
- Assist with drafting standard operating procedures and standardized templates for final reports, quick look reports, hotwash facilitation guides, report briefings, project plans, etc.

## **2.5. Stakeholder Communication Support**

- Develop a communications plan outlining Directorate and Division priorities and initiatives.
- Support the development of a project plans with milestones and deliverables, updating the timeline as development proceeds.
- Assist with the development of rollout plans specific to priority products.
- Develop document process/project management related talking points, PowerPoint slides, briefing and read-ahead materials tailored for both internal and external stakeholders.
- Coordinate input on both strategic and tactical communications planning through working groups, targeted interviews, and open sources in support of Directorate programs and initiatives.
- Create infographics, communication products, fact sheets and messaging to share on FEMA website and to internal and external stakeholders under the supervision of project leads.

## **2.6. Call Order Management**

- Initiate, execute, and maintain the appropriate project management products, processes, and systems to complete this task and deliverables.
- Develop a Quality Control Plan (QCP) that includes a self-inspection plan for documents, deliverables and processes, an internal staffing plan, and an outline of the procedures the contractor shall use to maintain quality, timelines, and responsiveness for this CO and deliverables. This will be supervised and maintained by Task Lead and COR or designee(s).
- Develop milestone and deliverable schedule, including work breakdown structure. Changes to timelines are subject to change depending on circumstances and when all parties agree.
- Conduct regularly scheduled progress reviews and develop reports to assess the status of activities in coordination with the Task Lead, COR, or designee. Each review shall provide insight for this CO into past and projected expenditures, staffing levels, project accomplishments, upcoming milestones, and potential risks. The briefs should identify potential problems and risks while also outlining alternate or recommended solutions.
- Provide the COR and Task Lead with copies of all CO deliverables.
- Send monthly reports of activities (more often if requested), which are required for the COR, Task Lead, or designee consistent with Contract requirements.



### 3. Plan of Action and Milestones

The table below outlines the main milestones as established in this CO with estimated dates of execution and completion.

#### 3.1. Deliverables and Milestones

Activities / Deliverables / Milestones	Description	Target Date
Call Order Draft PMP	Initial Draft Project Management Plan for Call Order Execution.	Within 5 business days of the contract award
Call Order Final PMP	Final Project Management Plan for Call Order Execution.	5 business days after the government review of the draft PMP
Call Order Kickoff Meeting	Call Order kickoff meeting	Within 5 business days of the contract award
Project Status Meetings	Review weekly or monthly contractor activities and reports.	Weekly or Monthly, following receipt of the Weekly or monthly report.
Reports	Produce weekly or monthly reports of contractor activities for submission to COR and Task Lead.	By COB every Friday or the 15th of each month
Professional Development Support	Provide draft materials in advance of training delivery	72 hours prior to training delivery
Professional Development Support	Deliver one training to Field Leaders and JFO personnel	Up to one training per quarter or four trainings during the period of performance
Professional Development Support	Provide training/seminar document of summaries and recommendations	One week following training delivery
Professional Development Support	Offer up to 25 one-on-one coaching sessions every other month on specified theme	Up to 25 sessions conducted bi-monthly
Professional Development Support	Organize and facilitate discussion-based workshop on specified theme for FCOs and other JFO staff. Use inputs from the one-on-one sessions to inform the activities and focus of the workshop.	Up to six workshops during the period of performance. They should be conducted on the same month as the One-on-One Coaching Sessions are being conducted
Professional Development Support	Provide draft materials to FLPD in advance of workshop delivery	5 days prior to workshop delivery
Professional Development Support	Provide periodic resources, activities, or prompts on specified theme	Up to 3 interventions per workshop theme; delivered within 21 days after delivery of a workshop

Professional Development Support	Provide additional support on an as-needed basis	Up to 20% of contractor time allocated to additional support
Communications Materials	Develop effective graphics of data analysis for use in stakeholder engagements and issue papers	5 calendar days after tasking
Project Management and Process Improvement Support	Assessment Support, Operational Assessment Support	Up to 3 operational assessments by the end of the period of performance
Workforce Recruitment and Retention Support	Develop recruiting strategy, communication plan, conduct document revision and formatting	Up to three new recruiting strategy plans and communication plans by the end of the period of performance
Stakeholder Communication Support	Communications Support, Development of Talking Points, Briefings, etc.	Up to eight talking points/briefings by the end of the period of performance
Project Management and Process Improvement Support	Data Analysis, Qualitative and Quantitative Data Analysis	Up to five analyses by the end of the period of performance
Communications Materials	Contract-related communications materials for Agency stakeholders. Exact items to be determined based on availability and need.	TBD
Call Order Execution Templates and Processes	Products required for consistent execution of Call Order Task requirements, as availability and need require.	Rolling
Call Order Evaluation	Summary report of each call order evaluating project accomplishments and areas for future improvement.	Within 10 business days of each completed call order.
Call Order Close Out	Close out of CO and tasking	TBD

## 4. Staffing

This call order requires six (6) key personnel including the Senior Project Manager who will oversee the Contract Team on the Call Order. The other key personnel are: Senior Analyst; Mid-Level Analyst (1); Senior SME (1); Senior Trainer; and Junior Training Specialist (1). Members of the team may need to travel to regional disaster sites and for data collection and validation and to conduct trainings. These tasks may be conducted virtually at the discretion of the Program.

The table below lists the Call Order anticipated labor categories, work location, hours for the period of performance, and number of staff in each labor category (key personnel are listed in bold).

Labor Category	Degree	Years of Experience	Rate	Hours per Staff	# of Staff	Cost
<b>Senior Program Manager</b>	Bachelors	10	\$259.10	235	1	\$60,888.50
<b>Senior Analyst</b>	Bachelors	10	\$197.82	520	1	\$102,866.40
<b>Mid-Level Analyst 1</b>	Bachelors	6	\$121.31	327.5	1	\$79,458.05
Mid-Level Analyst 2	Bachelors	6	\$121.31	327.5	1	\$79,458.05
<b>Senior SME 1</b>	HS	20	\$202.66	95	1	\$38,505.40
Senior SME 2	HS	20	\$202.66	95	1	\$38,505.40
Mid-Level Data Visualization	Bachelors	5	\$109.87	130	1	\$14,283.10
<b>Senior Trainer</b>	Bachelors	10	\$159.06	240	1	\$37,454.40
<b>Junior Training Specialist 1</b>	Bachelors	3	\$67.34	135	1	\$18,181.80
Junior Training Specialist 2	Bachelors	3	\$67.34	135	1	\$18,181.80
			<b>Totals</b>	<b>2240</b>	<b>10</b>	<b>\$487,782.90</b>

The contract team will follow all FEMA workforce health and safety guidance, which will include the application of social distancing and telework. Given the continued changing conditions of COVID-19, the contract will need to maintain a flexible stance of availability and capability to work onsite or offsite in support of the CO.

- As available and with the approval of the Task Lead and coordination by the COR or designee, government property in the form of a government issued laptop will be provided for contractor use upon successful security adjudication.
- Mobile devices may be issued to any contractor while on a disaster site for safety/security where lifelines are disrupted for the duration of the time that they are at the disaster site. Mobile devices must be returned to the property custodian of the disaster prior to demobilization. Exceptions may be approved by the Task Lead provided an appropriate justification of need is provided.



## 5. Travel

This Call Order has set aside funds for deployment travel to a disaster site and/or JFO to support some of the Professional Development activities. The assumption for deployment is of five deployment events, with two travelers over five nights per travel instance. Due to operational complexity during disasters, access to JFO space, and availability of Field Leaders, the number of travel deployments, number of travelers, and travel location may change. FLPD will decide travel requirements that will meet operational needs and viability and it will communicate its determination to contract team, CO, Task Lead and/or designee with no less than 72 hours prior to departure.

The table below lists the Call Order anticipated travel requirements, including number of trips, number of travelers, deployment location, lodging, per diem and other costs associated with the deployment.

Trip	Name of Traveler(s)	# of Travelers	From	Location	Start	End	# of Nights	Airfare / Driving	Lodging with Tax (x5 days)	Per Diem (x5 days)	# of Rental Cars	Rental Car and Gas	Misc Other Fees	Total for Trip
Spring Workshop	TBD	2	DCA	Chicago, IL	TBD	TBD	5	\$ 720	\$ 243	\$ 79	1	\$ 465	\$ 12	\$ 5137
Fall Workshop	TBD	2	DCA	Lake Mary, FL	TBD	TBD	5	\$ 600	\$ 177	\$ 69	1	\$ 360	\$ 12	\$ 4032
													<b>Total</b>	<b>\$ 9,169</b>