

STATEMENT OF WORK

Requisition #: CR 292738

Title: Provide Staffing Retention Consultation and Facilitation Services For WRPS Project Integration

Revision Number: 0

Date: 8/31/16

1.0 Objective

Provide consultation and facilitator services to support areas such as increased employee and staff augmentation retention with emphasis on gathering and assessing organizational information (such as through surveys or interviews). Areas to be considered include team development, coaching, inter-department collaboration for Project Integration and programs to address retention and employee value.

Provide Subject Matter Expert to review and evaluate attrition challenges with WRPS Project Controls staff.

2.0 Background/Introduction

Need support to evaluate attrition challenges.

- Attrition at high levels due to factors such as local market and aging workforce.
- PI seeks recommended strategies to increase staff retention and recruitment to address attrition, planned future ramp-up and development of existing personnel.

3.0 Scope

Perform an analysis of factors contributing to the attrition and provide a next steps plan that will provide Project Controls a clear path forward for dealing with the issue.

Evaluation: The evaluation process will involve six steps.

- **Step 1: Surveys of employees** – Subcontractor will prepare surveys for employees in the Project Controls to look at factors involved in the increased attrition rate. Employees will be asked to complete surveys over a ~ 8-week period of time. The surveys will look at job satisfaction, growth, organizational culture, and employee engagement. Other areas may be expanded upon depending on the results of the surveys. Each survey will be as short as possible (10-12 ranking type questions with narrative questions only if necessary) and will provide quantifiable data.
- **Step 2: Collection of data from Exit Interviews** – Subcontractor will ask for data obtained in the exit interviews of individuals who have left Project Controls over the last 3 years. The data will be delivered to Subcontractor without any personal identifying information. A thematic analysis will be performed on the exit interview information.
- **Step 3: Collections of data related to internal variables** – Subcontractor will look for and create a listing of internal variables that could have attributed to the attrition rates in Project Controls for the last 3 years. (i.e., Changes in direct managers, overall leadership changes,

changes in DOE expectations, performance appraisals, employee or organizational re-alignments, etc.)

- **Step 4: Collection of data related to external variables** – Subcontractor will look for and create a listing of external variables that could have attributed to the attrition rates in Project Controls for the last 3 years. (i.e., Competitors winning awards, economic issues, changes in the private and public job sectors, changes in local and global job sectors, etc.)
- **Step 5: Analysis of data collected** - All of the variables will be analyzed and a model will be created that will show which areas are impacting the attrition rates in Project Controls. The analysis and the model will also show priority of which variables have a higher impact than others. For example, the organization's culture may only have a 15% impact on attrition, and employee engagement may have a 35% impact rate. This will allow for decision making that will have a direct impact on leader prioritization and return on investment.
- **Step 6: List of recommendations** - Once the analysis is completed, Subcontractor will create a list of recommendations for next steps in order to help the Project Controls group increase employee retention. These steps will look at aligning areas within project controls, developing areas within project controls and helping project controls develop a competitive advantage for employee resources. In developing recommendations, consider the following topics:
 - Increase employee and staff aug retention
 - Develop draft of customized talent development plan, which includes:
 - Strategic hiring
 - Strategic pipeline development
 - Functional expertise model pilot implementation
 - Succession planning
 - Team development
 - Coaching
 - Inter-departmental collaboration for Project Integration
 - Facilitating meetings
 - Multi-faceted talent development
 - Analysis and recommendations for incentive programs to address retention and employee value
- Provide electronic files via eMail to Responsible Manager (Charles_A_Simpson@rl.gov) in Microsoft Office software based on above Scope Steps and as discussed:
 - Provide a copy of each developed survey and results.
 - Perform a thematic analysis on exit interview information; provide analysis report.
 - Create a listing of internal variables that could have attributed to attrition rates in Project Controls; provide internal variables listing.
 - Create a listing of external variables that could have attributed to attrition rates in Project Controls; provide external variables listing.
 - Analyze all variables and create a model to show priority o which variables have a higher impact than others; provide model report.
 - Perform an initial analysis and create a summary of results; provide a next steps plan.
- This service is considered to be business sensitive.

4.0 Submittals

In support of the work scope established in Section 3.0 above, submittals are identified on the Master Submittal Register (MSR).

Submittals shall be provided using the TOC Incoming Letter of Transmittal (form A-6005-315). All transmittal subject headings shall contain, at a minimum, the subcontract number, submittal number, and submittal description.

Submittals shall be provided in electronic format unless available only as a hard copy. Electronic submittals may be sent to TOCVND@rl.gov or delivered via a WRPS designated File Transfer Protocol (FTP) site. Electronic formats must be non-password protected in one of the following formats:

- Microsoft® Office Compatible
- Portable Document Format (PDF)
- Tagged Image File Format (TIFF)
- Graphics Interchange Format (GIF)
- Joint Photographic Experts Group (JPEG)
- Windows Media Video (WMV)
- Moving Picture Expert Group (MPEG)
- Extensible Markup Language (XML)
- HyperText Markup Language (HTML)
- Comma Separated Values (CSV)
- Text (TXT)

5.0 Acceptance Criteria

NA

6.0 Configuration Management and Standards

6.1 Configuration Management Requirements

There are no specific Configuration Management requirements applicable to this SOW.

6.2 Applicable Standards

There are no specific applicable standards identified for this SOW.

7.0 ESH&Q Requirements

7.1 Quality Assurance Requirements

The Subcontractor shall follow standard commercial quality practices.

7.2 Special ESH&Q Requirements

Preliminary hazard assessment PHA ID: 31 is to be used for general office duties performed in TOC-controlled office facilities only. Prior to performing any activities outside of the office facility, a job hazard analysis (JHA) must be completed to cover the activities to be performed. The JHA must be approved by a TOC Safety Representative.

7.3 Price-Anderson Amendments Act Requirements

This 7.3 section and the General Provisions Article 2.11 entitled, *Price-Anderson Amendments Act (PAAA)*, are both determined to be *not applicable*.

8.0 Verification/Hold Points

Not Applicable.

9.0 Reserved

10.0 Work Location/Potential Access Requirements

This scope will primarily be performed at subcontractor local offsite office location with occasional visits with WRPS staff in downtown Richland, Washington facilities (such as 2425 Stevens Center Blvd); supplying own computer/software equipment, office supplies, etc. Interface with responsible manager may include teleconference, eMail, and telephone calls. WRPS will provide a schedule of anticipated meetings in downtown Richland, Washington.

A temporary visitor badge will be required upon determination of requested meetings/visits. Two pieces of identification will need to be provided by subcontractor for visitor badge. Reporting manager or delegated staff will provide support in escorting to meeting locations, etc.

No proxy access for general office facilities.

No anticipation of access past the Wye barricade and no access to radiological controlled areas.

11.0 Training

The subcontractor is expected to provide appropriately trained and qualified staff to perform the type of work specified. This shall include necessary expertise and training to maintain a current understanding of laws, requirements, and industry standards. WRPS will not provide training to enhance skills.

No other training requirements for visitor badged subcontractor for this part-time work and working scope from subcontractor offsite work location.

A safety, emergency, and other facility requirements for general office administrative facilities will be provided during kick-off meeting or on occasional visit when determined.

12.0 Qualifications

Requires a minimum of 10 years of experience in organizational structure psychology and what motivates people in organizations.

Must have PhD in Business Psychology (and/or ABD)

Must have knowledge relating to talent management, coaching and consulting to support Project Control attrition, performance, leadership and team building.

The Subcontractor must have interpersonal skills and ability to gather information, conduct interviews and surveys, analyze, compile results, and provide recommendations.

13.0 Special Requirements

Not applicable. .

Use of Government Vehicles

There is no anticipated need for any Subcontractor employees to use a Government-furnished vehicle in the performance of this statement of work. The Subcontractor's employees, therefore, are specifically prohibited from driving any Government-furnished vehicles under the performance of this statement of work unless this statement of work is formally so modified by the parties and the employee(s) will present a valid driver's license to the BTR for review.

14.0 Reporting/Administration

- WRPS to provide a safety, emergency, and other facility requirements for general office administrative facilities when attending kick-off meeting or first WRPS facility meeting.
- Provide electronic communications and files as identified in Section 3.0.
- Provide SOW Section 4.0, Submittals listed on Master Submittal Register – Provide monthly status report and final Summary report as identified on the Master Submittal Register.
- Participate in Contract Close out session with Reporting Manager and BTR to be held on or before 9/28/17.

POCs:

Charles A. Simpson, WRPS Project Integration and Reporting Manager, 2425STVCN/Rm 275/North Richland area (509) 372-0274 office, (509) 392-3908 cell, eMail
Charles_A_Simpson@rl.gov

Jeff Van Meighem, Cost Account Manager, (509) 373-7333 office, eMail
Jeff_S_Van_Meighem@rl.gov

Alyson Chacon, Analyst, (509) 376-0790

Patsy Culver, BTR, (509) 373-3002 office, 2425STVCN/Rm 274/RCHN, eMail
Patsy_D_Culver@rl.gov

15.0 Workplace Substance Abuse Program Requirements

A Workplace Substance Abuse Program is not required for this SOW.