

Response to Mid-level Leadership Training Solicitation 75R60220Q00142

Volume 1 Technical Proposal

We bring value to our clients around the world by helping them solve problems and improve their processes!

Company Information

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1 BACKGROUND

Company Name draws from every facet of the Lean & Six Sigma principles, regardless of industry sector. Each tool and principle of the Lean & Six Sigma principles has a specific application, promoting your business toward higher levels of efficiency, success and Lean Management.

COMPANY NAME teams work with corporations and government agencies on improvement initiatives so that they are aligned with the businesses strategy, policy, mission, process and organization. Our deployment teams focus in on specific corporate or organizational gaps and non-value add activities and identify the best areas for business, management and lean and six sigma improvement opportunities and enterprise wide deployment. In our experience, eliminating waste not only reduces costs, but more importantly allows a business to become faster and much more responsive to its customers, driving revenue growth. Our consulting services drive cultural change, create uniformity in operations and most importantly create the internal capability and culture required for continuous improvement.

2 GENERAL DESCRIPTION

COMPANY NAME is a privately held consulting services firm dedicated to planning and performance improvement. Since 1999 our focus has been helping our global clients achieve sustainable and measurable improvements through several key practice areas, including

Our Lean, Six Sigma & Lean Six Sigma Training Programs are not in-the-box solutions, we customize and tailor each course, program or workshop to best suit your company's needs. Over 35 tools are taught to allow companies to gain process knowledge to make their processes Better, Faster, Lower Cost, and Safer. They will deploy these tools through a project using the Define, Measure, Analyze, Improve, and Control (DMAIC) roadmap. Our Training Programs allows you to view Lean Six Sigma as a philosophy, consequently changing the overall strategy of your company. All of our programing follows the Lean Six Sigma Body of Knowledge. All our COMPANY NAME Training Programs and Workshops are customizable providing solutions tailored to be in alignment with your company's strategic and business goals.

COMPANY NAME offers a wide range of Federal Supply Schedule Courses and Workshops through our GSA contract 47QRAA18D001S that include Lean & Six Sigma / Business Process Improvement (BPI), Operational Excellence (OpEx), Business Transformation, Continuous Improvement (CI), Innovation and Strategic Planning, Project Management & Productivity, Lean Management/Planning & Change Management. Our Lean, Six Sigma & Lean Six Sigma Training Programs are not in-the-box solutions, we customize and tailor each course, program or workshop to best suit your company's needs. Over 35 tools are taught to allow companies to gain process knowledge to make their processes Better, Faster, Lower Cost, and Safer.

These Course and Workshops can be tailored to meet a Mid-level Leadership Development Program (MLDP) for Health Resources and Services Administration (HRSA) or virtually with appropriate assessments to include personality, multirater, emotional intelligence, and conflict

management in support of the program learning objectives. These Course and Workshops can be scheduled to be approximately 6–8 weeks apart. Course Materials will be delivered online for each session and will link to, and integrate learnings from, other sessions and integrate the results of the self-assessments.

To accomplish the goal of an innovative and blended learning approach, sessions shall include the following, as appropriate: videos, limited intersession readings, exercises to practice skills in and outside of class, pre-recorded webinars, pre-existing online learning, simulations/games, social learning, and self-instruction components.

The program will include participation in professional coaching, action learning projects, and health components. Individual development plans will be created, and the participants shall be required to mentor junior employees.

3 PURPOSE

The purpose of this contract is to provide six (6), 3-day sessions of mid-level leadership training for HRSA employees. The Course and Workshop will not exceed 30 participants.

COMPANY NAME will provide highly qualified senior-level instructors who shall apply adult-learning techniques to deliver training and development services to the-participants. All Course material will be provided online by COMPANY NAME.

COMPANY NAME will provide the following coaching services, integrated with the course curriculum:

Individual consultations: ○ 30 participants ○ 8 hours per individual
focused on individual development and application of concepts provided in the Offeror's course curriculum

Team consultation:

- 10 Action Learning Projects
- 10 hours per team focused on guiding and developing teams of 10 staff in the process of effective project management and group dynamics, helping team members apply concepts provided in the COMPANY NAME's course curriculum.

4 PLACE/ PERIOD OF PERFORMANCE

Course and Workshops will be provided at

HRSA Headquarters
5600 Fishers Lane
Rockville, MD 20857

Individual and team consultation services can be provided in-person at HRSA Headquarters or via video/teleconference.

The period of performance shall be for a base year of 12 months from the effective date of contract (EDOC) to include four option years of 12 months each.

5 TASKS

Records Management

COMPANY NAME will manage and maintain their records, including electronic records, ensuing from this contract in accordance with all applicable records management laws and regulations, in accordance with but not limited to the Federal Records Act (44 U.S.C. Chapters. 21, 29, 31, 33); 36 CFR § 1236.20 (<http://www.ecfr.gov/cgi-bin/text-idx?rgn=div5&node=36:3.0.10.2.25>); NARA Bulletin 2013-02, August 29, 2013, Guidance on a New Approach to Managing Email Records (<https://www.archives.gov/records-mgmt/bulletins/2013/2013-02.html>); and NARA Bulletin 2010-05 September 08, 2010 (<http://www.archives.gov/records-mgmt/bulletins/2010/201005.html>), Guidance on Managing Records in Cloud Computing Environments.

COMPANY NAME understands that managing the records includes, maintaining records to retain functionality and integrity throughout the records' full lifecycle including: (1) maintenance of links between records and metadata, and (2) categorization of records to manage retention and disposal, either through transfer of permanent records to NARA or deletion of temporary records in accordance with NARA-approved retention schedules.

COMPANY NAME will ensure that all employees who have access to (1) Federal information or a Federal information system, or (2) personally identifiable information (PII), complete the HRSA Records Management Training before performing work under this contract, and thereafter completing the annual refresher course during the life of the contract.

COMPANY NAME understands the training can be requested by emailing the records management team at recordsmanagement3@hrsa.gov.

COMPANY NAME will ensure the list completed training is included in the first progress report. Any revisions to this listing as a result of staffing changes shall be submitted with next required progress report.

Participate in a Kick-off Meeting

COMPANY NAME will within ten (10) business days after award, participate in a kickoff meeting with the Contracting Officer's Representative (COR) and other HRSA staff, via video/teleconference.

COMPANY NAME Understands the discussion will include the expectations and management of the contract activities, overall program design and content, and the role of the Facilitator/Instructor in coordination with the HRSA training staff and other administrative arrangements.

Participate in a one (1) day Orientation session

COMPANY NAME will attend Orientation to meet the participants and provide information on background and experience of the company and instructors.

Deliver Training

COMPANY NAME will deliver all materials (agenda, slides, script, and workbook materials) for review by COR/PM not less than (NLT) 20 business days before the first course begins.

COMPANY NAME understands the final version of all course materials must be approved by HRSA NLT 5 business days before the start of each course or workshop.

COMPANY NAME will deliver training based on applied adult-learning techniques to include experiential exercises and case studies.

COMPANY NAME will arrive before the training start time to prepare the classroom and will be available in the classroom during the entire period of instruction—with the exception of scheduled meal/break periods.

COMPANY NAME understands the dress code is business/professional attire each day of class.

COMPANY NAME will clearly answer students' questions during the course instruction.

COMPANY NAME will adhere and be compliant with HHS civil rights, equal opportunity for persons with disabilities, sexual harassment, internet security, and physical security policies at <http://www.hhs.gov/asa/eo/>

COMPANY NAME will provide six (6) sessions of the MLDP for 30 participants on topics and objectives consistent with the following similar courses:

Session 1: Project Management Workshop (30 Participants)

Our clients asked for a commonsense approach to Project Management, and we responded. Tackling today's project focused environment requires a straightforward, down to earth approach. In our most popular program, you will learn practical, effective tools, and proven processes that will ensure your projects stay on track and your deliverables are achieved.

Topics Discussed:

- Establish effective communication lines from the start
- Develop concise intended outcomes and deliverables
- Build a Project Charter that is simple, yet effective in getting your projects off to the right start
- Recognize and prevent common Project Management problems
- Use criteria to determine your tasks and measure the project
- Identify and evaluate risks and contingencies
- Effectively determine resource requirements

- Use a Work Breakdown Structure, Gantt Chart, and Network Diagram to manage your project

Duration – 3 Days

Session 2: Change Management Workshop (30 Participants)

Build trust, commitment, and positive results through any change initiative. Organizational change is constant. And yet many people react to change with denial or resistance. As a change leader, your ability to help people overcome their reactions and get onboard with new initiatives is critical to your success. In this one-day workshop, you'll gain practical tools that will enable you to manage reactions to change and communicate in a manner that inspires followership and optimal productivity through any change initiative.

Topics Discussed:

- Understand your role as a change leader
- Get clear on your own reaction to change as well as the reaction of those you work with
- Appreciate why others may react negatively to change and how best to respond
- Adapt your communication style to gain buy-in and support from others toward change initiatives
- Increase the readiness to embrace change and overcome resistance in your work environment

Duration – 3 Days

Session 3: Kaizen Workshop - Full (30 Participants)

Kaizen originates from the Japanese words “kai,” change and “zen” better. This workshop is normally a 5-day intensive team activity to identify and carry out significant workplace improvement. Participants are typically a cross functional team that is empowered to make, in a week or so, changes that would otherwise take months or longer to make. This workshop includes comprehensive pre-work with the stakeholders prior to the actual Kaizen event itself. The comprehensive pre-work includes understanding organizational objectives and goals, establishing the voice of the customer and voice of the business, data gathering, team selection and planning for the Kaizen event. Post Kaizen work includes finalization of the action plans and establishing a monitoring plan.

Topics Discussed:

- Address urgent business or process need or advance a business improvement program.
- Drive to resolve specific problem or achieving a specific goal
- Establish actionable plans to implement solutions generated from the Kaizen

Duration – 3 Days

Session 4: Failure & Effect (FMEA) Analysis Workshops (30 Participants)

As the Failure Modes & Effects Analysis training is focused on new implementations or change of existing designs and processes. Team members who will be involved with these changes should attend FMEA to ensure a reduction in risk of failure. We use a team approach to finding failures in systems and evaluating their effects. This one-day course focuses on how to develop a methodology for finding and eliminating problems before they occur.

Topics Discussed:

- Design FMEA analyzes a new process, product or service design before release and imparts an awareness of possible failures. Focus is placed on potential safety hazards, malfunctions, shortened product life or a decrease in satisfaction.
- Process FMEA is used to improve existing transactional and operational processes and to impart an awareness of how people, materials, equipment, methods, and environment can trigger process glitches. Focus is placed on problems that may cause safety hazards, defects or reduced efficiency.
- System FMEA analyzes your systems and subsystems in the beginning stages of concept and design.

Duration – 3 Days

Session 5: Leadership Development (30 Participants)

The objective of this workshop is to help leaders understand conceptual differences between applying lean to their organization vs. integrating it into the business system with the expectation of creating a new problem solving culture, and what changes in their own thinking and behaviors are required so they can effectively support their organizational transformation. In the course of the workshop, we will facilitate reflection sessions to help you clarify the current state of an organization and define the gap between where you are today and where you need to be. We will engage participants into thinking about personal leadership habits and practices, what has to be done as the leader to help your organization make business improvements, and what your individual “gaps” are that need to be closed.

Topics Discussed:

- What is “Lean” and what does it mean to your organization?
- Why is it so hard to introduce and sustain lean?
- Aligning Purpose, Process, People and the scientific method of PDCA to build the culture of continuous improvement
- Modern versus Lean Management (thinking about how you run your business)
- The leader’s role in providing direction and aligning the organization
- Leadership skills, competencies, and capabilities required to build the lean culture
- Issues around creating change and improving business results

Duration – 3 Days

Session 6: 5s Visual Workshop (30 Participants)

5S methodology has been introduced and perfected by Toyota in order to make waste visible and eliminate it. 5S, a system of visual cues that helps reduce waste and achieve more consistent operational results through maintaining an orderly workplace, has been widely used in all sorts of organizations, from manufacturing to healthcare, from military to financial institutions. This workshop has been designed to introduce you to the 5S methodology and help you learn basic implementation steps including evaluation and audit.

Topics Discussed:

- Understand how the 5S system will help you correctly apply the lean techniques through making waste visible and supporting standardized work requirements
- Learn the purpose behind each step and the criteria to evaluate how well each “S” has been implemented
- Get a structured format to start using this technique right away in your organization in order to create a pathway for lean implementation
- Be able to start the 5S practices and permeate that throughout the organization to make it part of your company culture

Duration – 3 Days

Provide Training Support Services

COMPANY NAME will provide individual consultation for each participant up to eight hours per individual and will focused on individual development and application of concepts provided in the COMPANY NAME’s course curriculum.

COMPANY NAME will provide team consultation to each Action Learning Project team of 10 people, 10 hours per team, that focuses on guiding and developing the team in the process of effective project management and group dynamics, helping team members apply concepts learned as part of the COMPANY NAME’s course curriculum.

Disability Assessable

COMPANY NAME will ensure materials are disability assessable, provide electronic versions of all training materials and resources. Further, if a test shall be administered at any point in the training, an alternative electronic version of the test shall be made available.

Ensure that all audio and video-based materials are appropriately close captioned for students who are deaf or hearing impaired.

If electronic versions are not available, COMPANY NAME will ensure that all training materials, resources, and testing is available in alternative versions which utilize:

- Large Print
- Braille
- A dark print on a light background (preferably black type on white background for best contrast)

- Simple fonts

The training materials and resources shall be made available in advance of the training.

Basic Security Requirements

If required COMPANY NAME will meet the HHS Information Security Program security requirements, outlined in the HHS Information Security and Privacy Policy (IS2P), by contacting the CO/COR or emailing fisma@hhs.gov and will comply with the Privacy Act requirements.

Protection of Sensitive Information

COMPANY NAME understands that for security purposes, information is *or* may be sensitive because it requires security to protect its confidentiality, integrity, and/or availability.

COMPANY NAME will protect all government information that is or may be sensitive in accordance with OMB Memorandum M-06-16, *Protection of Sensitive Agency Information* by securing it with a FIPS 140-2 validated solution.

Confidentiality and Nondisclosure of Information

COMPANY NAME Understands that any information provided to COMPANY NAME by HHS or collected by COMPANY NAME on behalf of HHS shall be used only for the purpose of carrying out the provisions of this contract and will not be disclosed or made known in any manner to any persons except as may be necessary in the performance of the contract.

COMPANY NAME assumes responsibility for protection of the confidentiality of Government records and shall ensure that all work performed by its employees and sub-contractors shall be under the supervision of COMPANY NAME.

COMPANY NAME will ensure each officer or employee or any of its sub-contractors to whom any HHS records may be made available or disclosed shall be notified in writing by COMPANY NAME that information disclosed to such officer or employee can be used only for that purpose and to the extent authorized herein.

COMPANY NAME will ensure confidentiality, integrity, and availability of such information shall be protected in accordance with HHS and HRSA policies.

Contractor Non-Disclosure Agreement (NDA)

COMPANY NAME will ensure each contractor (and/or any sub-contractor) employee having access to non-public government information under this contract shall complete the HRSA non-disclosure agreement. A copy of each signed and witnessed NDA shall be submitted to the Contracting Officer (CO) and/or COR prior to performing any work under this acquisition.

Privacy Threshold Analysis (PTA)/Privacy Impact Assessment (PIA)

COMPANY NAME will assist the HRSA Senior Official for Privacy (SOP) or designee with conducting a PTA for the information system and/or information handled under this contract to determine whether a full PIA needs to be completed.

If the results of the PTA show that a full PIA is needed, COMPANY NAME shall assist the HRSA SOP or designee with completing a PIA for the system or information within 60 days after completion of the PTA and in accordance with HHS policy and OMB M-03-22, *Guidance for Implementing the Privacy Provisions of the E-Government Act of 2002*.

COMPANY NAME will assist the HRSA SOP or designee in reviewing the PIA at least every **three years** throughout the system development lifecycle (SDLC)/information lifecycle, or when determined by the agency that a review is required based on a major change to the system, or when new types of PII are collected that introduces new or increased privacy risks, whichever comes first.

Mandatory Training

All COMPANY NAME employees assigned to work on this contract shall complete the applicable HHS/HRSA Contractor Information Security Awareness, Privacy, and Records Management training (provided upon contract award) before performing any work under this contract. Thereafter, the employees shall complete HHS/HRSA Information Security Awareness, Privacy, and Records Management training at least **annually**, during the life of this contract. All provided training shall be compliant with HHS training policies.

Role-based Training

All COMPANY NAME employees with significant security responsibilities (as determined by the program manager) must complete role-based training **annually** commensurate with their role and responsibilities in accordance with HHS policy and the *HHS Role-Based Training (RBT) of Personnel with Significant Security Responsibilities Memorandum*.

Training Records

COMPANY NAME will maintain training records for all its employees working under this contract in accordance with HHS policy. The training records shall be provided to the CO and/or COR within **30 days** after contract award and **annually** thereafter or upon request.

Rules of Behavior

COMPANY NAME will ensure that all employees performing on the contract comply with the *HHS Information Technology General Rules of Behavior*, the HRSA Information Technology Rules of Behavior (included in the HRSA Information Security and Privacy Awareness Training), and any applicable system-level rules of behavior.

Incident Response

In the event of a suspected or confirmed incident or breach, COMPANY NAME will protect all sensitive information, including any PII created, stored, or transmitted in the performance of this contract so as to avoid a secondary sensitive information incident with FIPS 140-2 validated encryption.

COMPANY NAME will NOT notify affected individuals unless so instructed by the Contracting Officer or designated representative. If so instructed by the Contracting Officer or representative,

the COMPANY NAME shall send notifications to affected individuals as expeditiously as practicable, without unreasonable delay, and in accordance with applicable law.

COMPANY NAME will report all suspected and confirmed information security and privacy incidents and breaches to the HRSA Security Operations Center (SOC), COR, CO, HRSA SOP (or his or her designee), and other stakeholders, including incidents involving PII, in any medium or form, including paper, oral, or electronic, as soon as possible and without unreasonable delay, no later than **one (1) hour**, and consistent with the applicable HRSA and HHS policy and procedures, NIST standards and guidelines, as well as US-CERT notification guidelines. The types of information required in an incident report must include at a minimum: company and point of contact information, contact information, impact classifications/threat vector, and the type of information compromised.

In addition, COMPANY NAME will cooperate and exchange any information, as determined by the Agency, necessary to effectively manage or mitigate a suspected or confirmed breach by not include any sensitive information in the subject or body of any reporting e-mail; and encrypt sensitive information in attachments to email, media, etc.

COMPANY NAME will comply with OMB M-17-12, *Preparing for and Responding to a Breach of Personally Identifiable Information*, HHS, and HRSA incident response policies when handling PII breaches.

Provide full access and cooperate on all activities as determined by the Government to ensure an effective incident response, including providing all requested images, log files, and event information to facilitate rapid resolution of sensitive information incidents. This may involve disconnecting the system processing, storing, or transmitting the sensitive information from the Internet or other networks or applying additional security controls.

Position Sensitivity Designations

COMPANY NAME understands all employees must obtain a background investigation commensurate with their position sensitivity designation that complies with Parts 1400 and 731 of Title 5, Code of Federal Regulations (CFR). The following position sensitivity designation levels apply to this solicitation/contract:

Roster

COMPANY NAME will submit a roster by name, position, email address, phone number and responsibility, of all staff working under this acquisition where the Contractor will develop, have the ability to access, or host and/or maintain a government information system(s). The roster shall be submitted to the COR, with a copy to the Contracting Officer, within 14 days of the effective date of this contract. Any revisions to the roster as a result of staffing changes shall be submitted within 14 days of the change. The COR will notify the Contractor of the appropriate level of investigation required for each staff member.

If the employee is filling a new position, the Contractor shall provide a position description and the Government will determine the appropriate suitability level.

General Security Requirements

COMPANY NAME will comply with information security and privacy requirements, Enterprise Performance Life Cycle (EPLC) processes, HHS Enterprise Architecture requirements to ensure information is appropriately protected from initiation to expiration of the contract. All information systems development or enhancement tasks supported by COMPANY NAME will follow the HRSA EPLC framework and methodology (https://sharepoint.hrsa.gov/oo/oit/dcppm/pmo/Shared Documents/z_Old PMO Archives/Documents.aspx) and in accordance with the HHS Contract Closeout Guide (2012).

System Documentation

COMPANY NAME will follow and adhere to NIST SP 800-64, *Security Considerations in the System Development Life Cycle*, at a minimum, for system development and provide system documentation at designated intervals (specifically, at the expiration of the contract) within the EPLC that require artifact review and approval.

Sanitization of Government Files and Information

COMPANY NAME will provide all required documentation to the CO and/or COR to certify that, at the government's direction, all electronic and paper records are appropriately disposed of and all devices and media are sanitized in accordance with NIST SP 800-88, *Guidelines for Media Sanitization*.

Notification

COMPANY NAME will notify the CO and/or COR and system ISSO within 10 days before an employee stops working under this contract.

Contractor Responsibilities upon Physical Completion of the Contract

COMPANY NAME will return all government information and IT resources (i.e., government information in non-government-owned systems, media, and backup systems) acquired during the term of this contract to the CO and/or COR. Additionally, the Contractor shall provide a certification that all government information has been properly sanitized and purged from Contractor-owned systems, including backup systems and media used during contract performance, in accordance with HHS and/or HRSA policies.

COMPANY NAME will perform and document the actions identified in the HRSA Contractor Employee Separation Checklist when an employee terminates work under this contract within 10 days of the employee's exit from the contract. All documentation shall be made available to the CO and/or COR upon request.

6 SCHEDULE OF DELIVERABLES

COMPANY NAME will ensure all products and services delivered under this contract are compliant with Section 508 in accordance with the Health and Human Services Acquisition Regulation (HHSAR).

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COMPANY NAME understands regardless of format, all digital content or communications materials produced as a deliverable under this contract, will conform to applicable Section 508 standards to allow federal employees and members of the public with disabilities to access information that is comparable to information provided to persons without disabilities.

COMPANY NAME understands all deliverables shall be submitted to the Contracting Officer Representative (COR) and shall be subject to the COR's review and approval.