

# **STATEMENT OF WORK FOR ORGANIZATIONAL ASSESSMENT AND IMPLEMENTATION PLAN**

**June 21, 2011**

**Ames Research Center  
Center Operations Directorate, Code J  
Acquisition Division, Code JA**

## **Background**

The Director of Center Operations has identified several performance goals for the Acquisition Division (Code JA). In broad terms they are to become 1) customer-centric, 2) streamlined, and 3) embody a “Project Management” style of operation. To perform the required background work necessitates the use of an organizational development consultant for an organizational analysis and framework plan to identify gaps and opportunities. The performance goals for this solicitation are fairly broad and it is expected that achieving these goals will require process improvement and development activities, including but not limited to job and role clarification including possible role additions, role mapping to job function and responsibilities, possible organization structure changes, along with activities designed to identify and develop employee skills as they relate to the tasks.

It is expected that a program will need to be established involving employees in process improvement and awareness activities and that this program will need to be managed, documented and presented. Reports shall be delivered for review by Center Operations Directors (Code J) and the Organizational Development Program Manager (Code H).

## **Org Description**

The Acquisition Division (JA) provides procurement services for external and internal contracting, in support of the research missions and institutional organizations. Staffing is comprised primarily of civil servants due to the inherently governmental nature of acquisition. JA is organized into one Division Office and three Acquisition Branches. One branch (JAC) provides business ideas and relationships for mission support, while another branch (JAZ) provides the same services for programs and projects. The third branch (JAB) provides business, pricing, reporting, and other types of policy support throughout the division.

## **Products and Services**

The Acquisition Division (JA) products and services include the award and administration of contracts, purchase card management, small business utilization, purchase orders and interagency agreements. Award and administration of grants and cooperative agreements continue on a limited basis, as new awards are primarily processed at the NASA Shared Services Center (NSSC). Agreements are diverse, ranging from research and development to facilities

maintenance services and financial management services. In addition, JA staff members confer with customers when they experience problems after award with any aspect of contractor performance, including technical, cost and schedule. JA's professional contract specialists provide business ideas and strategies for various research projects across the Center.

### **Customers and Customer Satisfaction Feedback**

JA's customers/stakeholders include all Directorates and Offices at Ames, as well as Headquarters. Feedback is solicited during a variety of meetings held routinely with Center management and program managers. Acquisition Branch Chiefs meet regularly with their technical counterparts, providing information about procurement and answering questions on specific issues. Other feedback comes from Source Evaluation Board (SEB) and Source Evaluation Committee (SEC) members, Contracting Officer's Technical Representatives (COTRs), and other purchase request initiators involved with the procurement cycle.

### **Scope Investigation and Development**

The Center Operations Director has requested that the final initiative be well-integrated with customer needs and that the outcomes reflect a “customer centric” operation that is efficient and has project management as a business theme. The ultimate structure is one that is easily navigated by organizations/employees (i.e. customers) inside and outside the Acquisition Division. The Director has stated that a successful outcome will potentially propose a new organizational structure, capability and capacity to initiate and manage procurement projects in a simpler, more user friendly way that is intuitive to the customer and is repeatable, scalable, efficient and reportable.

In order to identify a more complete and thorough scope of work for these initiatives, it is proposed that a Scope Investigation and Development task be initiated. Activities in this preliminary scope of work, performed by the organizational development consultant, shall include:

- Administer a scientific, empirically valid assessment that measures how employees and customers each solve problems and make decisions in a variety of areas including “customer service”. The assessment shall be administered to 53 Code JA employees/managers and 20 external customers/stakeholders (based on availability, names and contact information will be provided). The assessment should measure differences in the way customers, Code JA management, and Code JA employees are thinking about customer needs and problems, how they make decisions about communication with the customer, and their particular style of solving customer problems. Such data will be valuable for determining precise areas of intervention in order to create a “customer services centered organization”. Consultant should provide recommendation and implementation plan for fully engaging staff in this activity (see Assessment Tool Features for specifications). (NASA at its discretion will implement the recommendations of the vendor as appropriate and as the budget allows. The desire is that the Change Management recommendations are clear enough

to enable separate engagement as follow on activities, whether performed by in-house staff or as future procurements)

- After the assessment, perform in-person or telephone follow-up interviews (30 min to 1 hour in length) with the same 53 JA employees and 20 external customer/stakeholders and document findings in a group summary format (names and contact information will be provided)
- Present initial findings from interviews and early analysis to Code J Directors within 30 days of award, to identify/clarify organizational issues, functionality and reporting structure, and identify major processes analyzed.
- Identify, from a staff and customer perspective, key themes in the areas of process and procedure and document a complete list of areas that employees believe impact performance and organizational outcomes.
- Roll up data and comments derived from assessment and develop a written report for presentation to senior management and the Organizational Development Program Manager.
- Develop a written menu of recommendations for organizational development activities and tasks and recommended implementation plan including ideal timelines via Gantt chart. The plan will include process improvement activities, recommended communication and messaging and activities to address problems and gaps identified in above scope
- Deliver final presentation, no later than 60 days after award, including written report of findings and recommendations to Center Operations (Code J) Directors and the Organizational Development Program Manager at conclusion of project. Included in deliverables shall be:
  - 1) Oral presentation via PowerPoint
  - 2) Written report of findings, progress and recommendations for future work
    - a. PowerPoint presentation to Code J, Code JA and Organizational Development Manager
    - b. Summary of results from **employee/customer assessment**
    - c. Recommendations to strengthen organizational **customer centricity**
    - d. **Process flow diagrams** for procurement processes and indicators for improvement
    - e. A **project management and scheduling** schema appropriate for the Acquisition Office
    - f. Recommendations for organizational structure that enables communication and efficiency
  - 3) Example of Project Management schema as it would relate to Code JA
  - 4) Process flow diagrams for key procurement processes
  - 5) All the above deliverables provided in some electronic media (DVD, Flash Drive, e-mail)

## Vendor Qualifications

The vendor performing the work must be a subject matter expert and hold a certification in administering the assessment tool that measures individual decision making and have significant experience interpreting the data and helping teams and groups apply that to organizational

problems. The consultant shall administer a scientific, empirically valid assessment that measures how employees and customers approach or think about customers and solve problems in the realm of customer service.

Preference will be given to vendors who have extensive experience working one on one with people to help them change their thinking and behaviors. Preference will be given to those with formal training and experience objectively observing and evaluating behavior as evidenced by specialized training that emphasizes learning, education and skills for changing behavior and who have experience in project management and scheduling.

**Assessment Tool Features:**

- The assessment tool itself should be one that is certified, is empirically valid, and has at least one validity study by a third party supporting its scientific value. It is required that the person performing the work onsite be certified and trained in both the administration and the debriefing of the data.
- The assessment tool should have the capability of generating an empirically valid individual report for each person as well as a roll up of group data (staff, management and customers by group), for presentation to senior management and the Organizational Development Program Manager.
- The assessment tool should be one that is administered to each person individually and not involve feedback processes from others who know the person such as one might find in a 360 degree feedback type of tool. It is felt that type of process would be too encumbering for the organization.
- There is no requirement for a particular tool. It is only required that it meets the specifications above. It is understood that various assessment tools will satisfy the requirement.