

1. I don't have the requirements stated in the Past Performance section of this RFP, since I don't have any current or past contracts with the federal government or with prime contractors. Would the establishment of a new business be considered a waiver or exemption from the Past Performance? Can feedback on my performance during my time as a federal employee be considered?

In accordance with M.4 "Past Performance Evaluation Factor" of the Request for Proposal, an offeror shall not be rated favorably or unfavorably if the offeror does not have a record of "recent" and "relevant" past performance or if a record of past performance is unavailable. In such cases the offeror will receive a "Neutral" rating. If the question concerns the language in the RFP concerning exceptions as discussed in section L.11 or L.15 of the RFP, offerors are referred to those sections, including the cautionary language in section L.11(b).

2. Can you tell me who the incumbent is on this contract?

The Greystone Consulting Group

3. In trying to download all the files, the last file is listed as a SF33.ifm. We are unaware of that file type and cannot find a converter to open this file. Is it possible to post this file in another format?

The SF33 has been uploaded in a separate format

4. Also as this is a follow-on contract is there information regarding the existing contract that can be shared?

The current contract number is NNG09AZ26C. This contract is Firm Fixed Price (FFP), Indefinite Delivery, Indefinite Quantity (IDIQ).

5. Since training room facilities are not listed as being provided in Section G.1 (c), should our fixed price estimate therefore anticipate the necessary cost of procuring classroom and workshop space?

The contractor will have access to NASA GSFC learning facilities. Proposals should not include an estimate for procuring a classroom. Please reference F.2

6. The synopsis posted on www.fbo.gov states that the government plans to hold a Pre-Proposal Conference. Has a date and time been scheduled for this?

The Pre-Proposal conference will be held at NASA GSFC Visitor Center on March 3, 2014.

7. As this proposal has been set aside for Women-Owned Small Businesses, will specific certifications be required to establish eligibility?

All eligibility will be confirmed via SAM, certified in section K, and NASA GSFC industry assistance office.

8. Is there a specific policy with regard to the inclusion of brochures and booklets with the proposal?

Please follow sections L and M of the Request for Proposal and provide a proposal in accordance with the solicitation instructions.

9. Attachment A (the Statement of Work) says "The contractor shall design, implement & deliver the Leadership Development & Excellence in Management (LDEM) integrated program components ..." This implies that the Government intends to begin this program from first principals. Is it the Government's intention to replace material developed in collaboration with the Incumbent?

Please follow the instructions given in the Request for Proposal. The SOW for this requirement will identify any documents, records, or materials in existence that are to be used by the contractor selected. To the extent the SOW does not identify any existing materials, records, or documents, the offerors should assume new materials are to be developed.

10. If the Incumbent's material is to be replaced, is it to be replaced in its entirety?

Each offeror is responsible for proposing their own material in accordance with the Request for Proposal. See answer above

11. If the Government intends for non-incumbent bidders to replace the material developed in collaboration with the Incumbent, will the Incumbent be allowed to propose reuse of the existing material generated under contract NNG09AZ26C?

This does not appear to be a question concerning the content of the solicitation. If the question is whether an offeror could propose an existing program, offerors may propose what they consider to be responsive to the RFP.

12. If the existing material is proprietary to the Incumbent, why is that material shown as deliverable to the Government in Sections B.3 and B.4 of the current contract (NNG09AZ26C)?

A question concerning the proprietary nature of the course content of the predecessor contract is not relevant to this solicitation.

13. The SOW's definition of the material to be developed is very generic. There is no detailed specification that defines exactly what the Government wishes the new material produced to be, merely statements of training objectives. Some terms (e.g., "The program shall contain a comprehensive evaluation strategy that is holistic in nature including post-program components.") are extremely vague and open-ended. What specific metrics does the Government intend to use for the evaluation described in Section M: "The Offeror's high-level overview of these competencies will be evaluated for completeness in how they are addressed in the following program elements: workshops; individual, group/team, intact work team, and/or facilitated peer coaching; individual participant learning and practices, e.g., reading and reflection, for each program; group/team learning, practices, and/or action learning, for each program; assessments of participants, i.e., 360 assessments; mentoring by a formally designated government-provided mentor; and other learning modalities and methodologies utilized in the design."?

The Government's position is not to dictate through our requirements "how to train" but to allow industry to propose its solutions based upon the Request for Proposal.

14. If we are to develop a completely new training syllabus, the associated training material, and identify an entirely new training staff, how is that work to be billed to the Government? Is it the Government's intent that we plan to recover the investment in this new material over the course of the 5 year contract? If we are to recover the non-recurring costs in this way, will the Government guarantee a minimum number of training sessions and students during the period of performance?

Any cost associated with this program should be incorporated in the price per student which the offeror must propose in accordance with the Request for Proposal. Refer to section. B.2 for minimum ordering amount.

15. Developing a new training program will create risks with cost, schedule, and technical consequences that can impact both the Government and the Contractor. How does the Government intend to include those risks in its evaluation process?

This question does not appear to relate to the content of the solicitation. To the extent the question relates to the Government's evaluation process, please refer to Sections M of the Request for Proposal.

16. We note that the RFP requires the proposal provide a 240 day validity period which implies that the contract may not be awarded until mid-November. Elsewhere, the RFP indicates that the work is to begin with the new fiscal year on October 1. Only the incumbent can meet these requirements as the procurement is currently structured because only the incumbent has access to existing course material and the incumbent instructor base. Even if the course material is provided to a successor contractor at the time the contract is executed, the successor contractor will require a period of time to review, understand, evaluate, and improve it as well as arrange for personnel properly qualified to present it and acquaint those skilled individuals with it. Is it the Government's intention that actual LDEM workshops will begin in the second or third quarter of FY 2015 rather than in the first quarter as indicated in the RFP?

The contract is on schedule to be awarded early fall of 2014. Training under the follow on contract is planned to begin winter of 2015.

17. Please expand upon the following statements in the RFP to make a targeted response possible:
- (1) "... leadership is influence therefore all employees can influence others ..."
 - (2) "Leaders influence both the mood and context of the organization."
 - (3) "The principles of adult learning must be addressed as part of the methodology of the program design."

We believe the current solicitation language is sufficient for offerors to propose regarding the above elements.

- (4) "cohort design" (group learning); are all training elements to be taught in group settings?

NASA GSFC expects all training to be taught in a cohort setting.

18. The size standard of \$500,000 for a relevant contract is quite large for a procurement of this scope and complexity. We respectfully request that the size standard for relevant contracts be reduced to \$100,000.

NASA GSFC plans to administer an amendment to the solicitation to update provision L.15 and M. 4 reducing the required size standard from \$500,000 to \$100,000. Please continue to monitor NASA Acquisition Internet Services (NAIS) website and the Federal Business Opportunities (FedBizOpps) website further updates.

19. The RFP describes a leadership evaluation survey that was conducted in 2006. Have there been any more recent evaluations of the individuals in the four cohorts in order to assess their levels of competency?

There have not been any overall leadership evaluations since 2006,

20. Given that the employees and others participating in the LDEM cohorts are full-time employees, what percentage of their time will be made available to participate in workshops, coaching, mentoring, group practices and activities?

NASA GSFC supervisors will make proper arrangements to allow employees to attend training.

21. The RFP states that coaches will be provided by GSFC for Cohorts A, B, and C. How will these coaches be trained and certified? How will they be supervised? What level of interaction will these coaches have with other LDEM activities? Will GSFC also monitor the coaching and offer quality control?

Coaches will be provided by GSFC. They are certified by recognized coaching societies, and are assigned to participants and managed by GSFC. Coaches are managed and monitored by the Coaching Program Manager at GSFC.

22. Where will the workshops be held?

NASA GSFC.

23. How frequently do they occur? How long should they last?

It is the contractor's responsibility to propose these elements. Please follow Request for Proposal Sections L and M and provide a proposal in accordance with the solicitation instructions.

24. How many participants will there be? Is participation voluntary?

Please refer to Exhibit 1 of the Solicitation. The expected maximum number of students for sessions for Programs A-C is 30 participants. The expected maximum per session in Program D is 12 participants.

25. Is there to be contact between the facilitator(s) and the participants outside of workshop hours? At a distance, later?

Program design is up to offerors, but minimal contact outside of workshop hours should be assumed by offerors.

26. What topics are offered in the "optional workshops", and are those to be designed and offered as a part of this proposal?

It is the contractor's responsibility to propose these elements. Please follow the Request for Proposal sections L and M and provide a proposal in accordance with the solicitation instructions.

27. Do participants have access to development tools and recommended activities behind each of the leadership competencies included in the model? NOTE: website document includes some questions that appear to be directed to staff regarding how certain steps are to be taken.

Participants should have access to all developmental tools and recommended activities included in the program.

28. Do members of the staff need training in coaching skills?

No, but it's important for the contractors staff to understand the elements of coaching and what is needed for a successful coach/client relationship.

29. If NASA expects major customization: will a staff person be available to serve as part of the initial instructional design team?

Major customization isn't expected, but a NASA POC will be available for feedback and adjustment to the program. The price per student should include any planned design work or adjustments based on feedback from the NASA POC or students.

30. Will staff members be available to identify problems or opportunities for students in the "action learning" aspects of the program?

The contractor is expected to fulfill this requirement. However, the NASA POC intends to provide guidance when necessary.

31. Do participants currently have mentors assigned? And, if so, will current leaders be willing to support a one hour career interview per participant per class?

Mentors are assigned by center (i.e.,GSFC).

32. How effective is the current 540?

Please resubmit this question. We don't understand what is being asked.

33. Do all participants have email?

Yes.

34. Does the organization have an EQ (emotional intelligence) assessment?

The contractor is expected to provide assessments for the program. NASA does not require EQ assessments for NASA employees, and does not administer this assessment.

35. Does the organization use an MBTI or DISC assessment? Or, Is there any expectation to use OPM approved assessments?

The contractor shall cite any planned assessments in their proposals.

36. Is everyone required to have an Individual Development Plan?

No.

37. Will NASA provide the classroom, AV equipment, snacks and/or lunch?

NASA will provide the classroom and AV equipment. Vendors are not required to provide snacks and/or lunch.

38. Is NASA looking for an “off the shelf” training solution requiring minimum customization, or is NASA expecting the capability to custom design content for NASA-specific applications?

NASA is soliciting a program that will meet the requirements set forth in the LDEM solicitation.

39. Can we obtain a copy of the last course evaluation?

No.

40. Can we obtain a copy of the last course curriculum illustrating optional workshop offerings?

No.

41. Will current senior leaders at NASA Goddard support an action learning methodology? (be part of a panel hearing recommendations from class participants for solving enterprise-level problems and “pave the way” for execution)

It is the contractor’s responsibility to propose these elements. Please follow the Request for Proposal’s sections L and M and provide a proposal in accordance with the solicitation instructions.

42. Can years of coaching experience backed by client testimonials substitute for coaching certifications?

There are no requirements in the current solicitation for coaching certifications. Coaching is to be performed by NASA employees.

43. Will NASA absorb the cost of videos, individual leadership assessments, and handout material or will the vendor be expected to absorb all of these costs?

All costs offerors deem appropriate to their program design should be incorporated in the cost per student consistent with the RFP.

44. Is there any expectation to incorporate blended learning methodologies? Are all participants geographically located on the NASA Goddard campus?

Blended learning methodologies may be included as part of a cohort design. Yes. All participants are geographically located at NASA GSFC

45. Is the class a requirement for future leadership positions within NASA?

No.

46. Can one-on-one coaching occur via phone conferencing or video conferencing?

Yes, but coaching is to be performed by NASA employees.

47. Is experience conducting leadership programs with scientists and engineers in other U.S. government R&D labs considered comparable to NASA's leadership needs? (leading inside integrated project teams, collaborating with the private sector, academia and other government agencies on joint programs, DAWIA certification requirements for leadership advancement, etc.).

Yes, it may be relevant, but its relevance and the extent of the relevance depends on the material proposed by an individual offeror and will be evaluated in accordance with the solicitation

48. Are you planning to award one contract for the entire RFP or will you consider awarding multiple contracts?

A Single Award IDIQ contract will be awarded from the LDEM solicitation.

49. Under F.2 Place of Performance-Services, services to be performed include the "Contractor's off-site facilities." Can you clarify what geographic location and type of off-site facilities are required by the Contractor?

All training of NASA personnel shall be conducted on the GSFC campus. Training materials shall be developed at the Contractor's off-site facility.

50. Are there existing LDEM training programs/workshops that the Contractor will be responsible for delivering?

No.

51. Is there a minimum and maximum number of participants for workshops to be delivered (expected in program components A through C)?

Please see answer to question number 24

52. Coaching is included as an integrated learning experience for program components A through C. Coaches will be provided by GSFC. Will Contractor need to coordinate the GSFC coaches? Can Contractor provide coaches relative to specific recommended training content?

The contractor will not need to coordinate GSFC coaches. NASA GSFC will provide any required coaches per the solicitation.

53. 360 assessment feedback is expected in all program components A through C. Can you clarify what is expected of the Contractor to fulfill this requirement?

Contractor shall explain 360 process, administer responses, and provide summary of feedback to each participant in a workshop setting.

54. Mentoring is expected in all program components A through C. Can you clarify what is expected of the Contractor to fulfill this requirement?

Contractor shall provide guidance concerning the aspects of a successful mentoring relationship in a workshop setting.

55. Are you able to provide a Word version of the RFP for NNG14471034R LDEM? We want to ensure we capture all the requirements set forth in the RFP.

Word versions of the RFP for the previous requirement will not be made available,

56. Will the Mission Suitability volume require submission of Resumes and Staff Qualifications? If so, what are the minimum requirements? And, will resumes and staff qualifications be part of the total page count for this volume?

No. The required content of the Mission Suitability Volume is described in L.13 of the RFP.

57. Will the selected vendor be expected to furnish a photo-ready electronic copy or will we be required to print paper copies for each workshop participant of all of the final program materials?

The selected vendor shall provide electronic copies to the program POC for review. After materials are reviewed and approved, the vendor shall be responsible for printing and binding the course materials.

58. Reference is made to GSFC internal coaching staff for only Programs A-C in the RFP. Will we be expected to supplement internal staff for any of the programs?

GSFC employees will provide any necessary coaching. To the extent the question concerns the staff the contractor should propose, it is the responsibility of offerors to propose staff they deem appropriate..

59. Will we be permitted to ask additional questions during the pre-proposal meeting as a follow-up to the received responses to our initial written questions?

Written questions will be accepted and preliminary responses may be provided. Official responses to the pre-proposal conference questions will be posted online

60. What is the exact location for final proposal delivery?
Please refer to F.6 of the solicitation

61. What is the maximum number of participants expected to participate in each cohort for each program? From the numbers provided for Program A (100) and Program B (75), is the expectation established at 25 per cohort? What is the expected number of participants for each cohort in Program C? Since some costs are variable based on number of participants per cohort, your guidance will be essential in establishing per student pricing.

See response to question No. 24

62. What are the job titles of the individuals who will be in LDEMA, LDEMB, LDEMC, and LDEMD?

The job titles will vary. The programs are open to the entire GSFC civilian workforce.

63. The RFP mentions both mentoring and coaching, and notes that GSFC will provide coaches. Is there a process in place for matching up mentors with GSFC personnel?

The NASA POC works with the GSFC Coaching and Mentoring Program Managers to facilitate matches for coaches and mentors in the programs.

64. Can you provide a catalog of the workshops, groups, and other relevant offerings that are currently available at GSFC?

NASA GSFC does not have a catalog of workshops, groups, and other relevant offerings.

65. Does the government require a notice of intent from the contractor of their intent to pursue the NNG14471034R opportunity? If so, what is the due date and requirements for that notice?

No.

66. How many awards are anticipated to be made under this IDIQ please?

See response to question No. 48

67. Under the NASA 8 Percent Goal in Part 1.78 of the Solicitation, is additional weight given to small business which are 8(a) in addition to being WOSB?

No, this procurement is a woman-owned, small business set aside.

68. Within the standard small business provisions and size restrictions quoted in the Solicitation, what is the reason for imposing the further requirement for a minimum annual cost of \$500,000 for a prime and \$150,000 for a significant subcontractor in the Past Performance volume? Does this not unduly restrict the fair and open competition available to otherwise-eligible WOSBs, and how were these amounts set?

See response to question No. 18

69. Will offers be considered for a subset of the four Components A-D, or only for all four?

No, this is a single award IDIQ contract for all four components.

70. What is the precise definition of a “cohort” as envisaged in this Solicitation?

A group of students begin a program together and continue to learn together as a group through the course of several workshops until that program’s end.