



**2017 Professional
Services Firm
of the Year**



**2016 DHS Small Business
Achievement Award**



**Class of 2016 Enterprising
Women Winner**



Authorized Federal Supply Schedule Price List Professional Services Schedule

Contract Number 47QRAA18D001A
Contract Period November 10, 2017 – November 9, 2022

Strategic Planning



Too many organizations continually operate in crisis mode – being highly reactive rather than strategically proactive.

We understand the challenges of finding the time and the people to develop thoughtful and intentional strategies for mission accomplishment – it can feel like trying to reassemble a race car as it speeds around the track.

Our tested approaches deliver holistic strategies that generate broad organizational support. And, while we are available to our clients every step of the way, we also work with them to be independent implementers – fostering organizational confidence in and commitment to the plan rather than overreliance on contract support.

Professional Training



“What will be different after we successfully deliver this training program?”

This is how we start every conversation with our clients when planning a training engagement. We then use our proven competency-based framework to deliver training programs that are focused on behaviors and measurable outcomes. We can also conduct needs assessments, develop integrated curricula using multiple delivery formats, and conduct comprehensive training program reviews to identify areas for improvement.



THANK YOU!

Thank you for considering Pivotal Practices Consulting (Pivotal) for your professional services requirements. The Pivotal team is passionate about service excellence, and our team is deeply committed to delivering exceptional client servicing that addresses your specific requirements with your unique circumstances in mind.

As a career member of the Senior Executive Service (SES) with 25 years of well-decorated service in four federal agencies (IRS, Navy, Federal Election Commission, and GAO), I have created a consulting firm that has distinctive inside perspective on how to deliver solutions that address root cause challenges facing public sector leaders. The firm has grown exponentially since 2014 and received numerous awards, including the Department of Commerce Minority Business Development Agency (MBDA) 2017 Professional Services Firm of the Year and the Department of Homeland Security 2016 Small Business Achievement Award.

Our small size allows us to engage quickly, nimbly, and flexibly using our proven management approaches, and our experience offers you a high degree of confidence that we will be a value-added partner with a relentless focus on delivering impactful solutions.

Our dedicated and highly skilled professionals leverage leading practices to deliver customized and feasible consulting, coaching, and training that make a meaningful and lasting difference. And, our academic relationships include The George Washington University, Georgetown University, Cornell University and the University of Maryland Smith School of Business. Our corporate and association relationships are equally impressive, ensuring that we bring the best talent and thought leadership to provide cutting edge, responsive and actionable solutions that address our clients' specific needs.

Again, thank you for considering us. I look forward to working with you to enhance public service excellence.

Sincerely,

A handwritten signature in black ink that reads "Patrina M. Clark". The signature is fluid and cursive, with the first name being the most prominent.

Patrina M. Clark
President and Founder



Performance Management Support

Performance management is essential to effective talent management. We deliver expert advice, assistance, and training on all aspects of the performance management process

We are especially effective in supporting the end-to-end Senior Executive Service (SES) performance management process through our proprietary web-based process. We deliver Performance Review Board (PRB) approved goals and summary narratives that are clear, compelling, and aligned to organizational goals and objectives.



Performance Accountability Reporting

Government agencies and public organizations are accountable to a variety of oversight bodies and the general public. This can sometimes lead to just checking the required boxes because it takes considerable time and effort to develop and report on performance measures.

We support our clients in telling their stories in ways that foster trust and confidence – whether it is helping them to develop content for the annual performance and accountability reporting, responding to a Congressional or oversight request, or conducting a comprehensive program review.



FEDERAL SUPPLY SERVICE
Authorized Federal Supply Schedule Price List
Industrial Group 00CORP (PSS)

On-line access to contract ordering information, terms and conditions, and up-to-date pricing, as well as the option to create an electronic delivery order are available through GSA Advantage!®, a menu-driven database system. The INTERNET address for GSA Advantage!® is GSAAdvantage.gov.

Schedule Title: The Professional Services Schedule

Contract Number: 47QRAA18D001A

Contract Period: November 10, 2017 – November 9, 2022

Contractor: Pivotal Practices Consulting LLC
6301 Ivy Lane, Suite 800
Greenbelt MD 20770
www.pivotalpractices.com

Contractor Contacts:	Alisha Noel, Operations Associate	Katheryn Kim, Business Development Associate
	Phone: (301) 220-3179	(301) 220-3110
	Fax: (301) 220-1242	
	Email: alisha@pivotalpractices.com	katheryn@pivotalpractices.com

Business Size: Small
8(a) – Exit Date May 2023 – Case Number 306238
WOSB (third-party certified – WBENC)
SBE/MBE (third-party certified – Maryland Department of Transportation)
SWaM Certified (Virginia Department of Small Business and Supplier Diversity)



Federal Supply Service Authorized Federal Supply Schedule Price List On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!®, a menu-driven database system. The INTERNET address for GSA Advantage!® is: GSAAdvantage.gov.

FEDERAL SUPPLY SERVICE
Authorized Federal Supply Schedule Price List
Industrial Group 00CORP (PSS)

CUSTOMER INFORMATION

- | | | |
|------|--|--|
| 1a. | Awarded Special Item Numbers: | 874-1, Integrated Consulting Services
874-4, Training Services: Instructor-Led Training, Web-Based Training and Education Courses, Course Development and Test Administration |
| 1b. | Lowest Unit Price: | Please refer to Appendices A and B |
| 1c. | Labor Category Descriptions: | Please refer to Appendix D |
| 2. | Maximum Order: | \$1,000,000 |
| 3. | Minimum Order: | \$100 |
| 4. | Geographic Coverage: | Domestic Only (48 States and District of Columbia) |
| 5. | Point of Production: | Various locations based on the Client's requirements |
| 6. | Net Price: | Please refer to Appendices A and B |
| 7. | Quantity Discount: | 2% for Task Orders > \$50,000 |
| 8. | Prompt Payment Terms: | Net 30 days, or as soon as practical with a goal of 15 days (OMB Memorandum M-11-32) – no discount |
| 9a. | Government Credit Card below micro-purchase threshold: | Yes |
| 9b. | Government Credit Card above micro-purchase threshold: | Yes |
| 10. | Foreign Items: | None |
| 11a. | Time of Delivery: | As specified for each Task Order |
| 11b. | Expedited Delivery: | As specified for each Task Order |
| 11c. | Overnight and 2-Day Delivery: | As specified for each Task Order |



- 11d. Urgent Requirements: Please contact Katheryn Kim, Business Development Associate, at (301) 220-3110 and/or email katheryn@pivotalpractices.com
12. F.O.B. Point(s): Destination
- 13a. Ordering Address: Pivotal Practices Consulting LLC
6301 Ivy Lane, Suite 800
Greenbelt MD 20770
(301) 220-3179 main
(301) 220-1242 facsimile
gsapss@pivotalpractices.com
- 13b. Ordering Procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs) are found in Federal Acquisition Regulation (FAR) 8.405-3. The ordering procedures for supplies and services, information on BPAs, and a sample BPA can be found at the GSA Schedule homepage at <http://www.gsa.gov/schedules>.
14. Payment Address: Direct Deposit/ACH Transfer/Wire Transfers
Bank of America
Account Number: 446023159725
U.S. ACH: 052001633
U.S. Wire: 026009593

Check/Remittance Address
Pivotal Practices Consulting LLC
6301 IVY LN STE 800
Greenbelt MD 20770
15. Warranty Provisions: Not Applicable
16. Export Packing: Not Applicable
17. Terms and Conditions of Government Purchase Card Acceptance: Not Applicable
18. Terms and conditions of rental, maintenance, and repair: Not Applicable
19. Terms and conditions of installation: Not Applicable
20. Terms and conditions of repair parts: Not Applicable
21. List of service and distribution points: Not Applicable

- | | | |
|------|--|----------------|
| 22. | List of participating dealers: | Not Applicable |
| 23. | Preventative maintenance: | Not Applicable |
| 24a. | Special attributes such as environmental attributes: | Not Applicable |
| 24b. | Section 508 compliance information on Electronic Information Technology (EIT) supplies and services: | Not Applicable |
| 25. | Data Universal Number System (DUNS) Number: | 806220567 |
| 26. | Notification regarding registration in System for Award Management (SAM) database | Registered |

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FIRM OVERVIEW

Pivotal Practices Consulting LLC (Pivotal) is a professional services firm that specializes in delivering client-centric solutions that drive sustainable performance excellence. We support organizational leaders in fostering and maintaining workplace climates that engage and inspire. We are authorities in performance and process improvement, leadership development, and operational excellence. Our unwavering commitment to and focus on service excellence are at the heart of our collaborative, strengths-based approaches and ensure the solutions we deliver exceed expectations and support meaningful and lasting change.

Pivotal is committed to consistently providing high quality professional services that meet and exceed client requirements and expectations. We are mindful that the services we provide directly support organizations in their operations and talent management practices and have the capacity to enhance employee engagement and organizational commitment. Given this, quality is embedded into Pivotal's organizational culture and is inferred in the tagline – "organizational consulting for sustainable performance excellence."

With Pivotal, you get large firm discipline, consistency, and reliability with small firm specialized attention and responsiveness. We connect our clients with the brightest and best practitioners and academics around the world – within every imaginable specialty and focus area – while maintaining a clear focus on what matters most throughout our engagements.

Our **key portfolio areas** include:

- **Consulting and Advisory Services** (includes program and process reviews and survey services)
- **Professional Development and Training** (includes webinars, micro-learning, and customized training solutions)
- **Executive and Leader Coaching** (includes access to a comprehensive suite of individual and team assessments, as well as ICF-certified coaches)
- **Facilitation Services** (includes team engagements and internal and external stakeholder meetings)
- **Staff Augmentation** (includes comprehensive screening and background investigations)

Our dedicated and highly competent professionals leverage leading practices to deliver customized and feasible consulting, coaching, and training that make a difference. And, our academic relationships include The George Washington University, Georgetown University, Cornell University and the University of Maryland Smith School of Business. Our corporate and association relationships are equally impressive, providing ready access to the best talent and thought leadership. This translates to cutting edge, responsive and actionable solutions that address our clients' specific needs.

For more information, please visit our website at www.pivotalpractices.com, email info@pivotalpractices.com, or call (301) 220-3179.

SIN 874.1, INTEGRATED CONSULTING SERVICES

OVERVIEW

Pivotal supports organizational leaders in developing and implementing breakthrough talent leadership solutions that enhance individual, team, and agency performance. Our collaborative, strengths-based, client-centric approach (illustrated in Figure 1) ensures that the solutions we deliver exceed expectations and support meaningful and lasting change. While we love developing long-term relationships, we are also committed to building our clients’ internal capability and capacity to minimize contractor dependence. This is consistent with our commitment to being trustworthy fiscal stewards and frees up valuable resources to explore other ways in which we can support you.



Figure 1, Pivotal's Illustrative Engagement Approach for Consulting Services

Pivotal leverages leading practices and the latest academic research to tailor our engagement approaches. Our tailored approaches address important and client-specific contextual distinctions, such as organizational mission, culture, strategic leadership focus, and budget. Through a consistent focus on the possible, we identify root cause issues that interfere with or undermine performance excellence – and collaboratively develop best-fit solutions that leverage strengths and capabilities.

The hallmark of our service model is developing an intentional, flexible, and responsive engagement with clear and collaboratively established performance outcomes. We use a mix of quantitative and qualitative investigative techniques consistent with public and private sector leading practices. We then tailor our recommendations and implementation to each client.

ILLUSTRATIVE SERVICES

Strategic Planning | Human Resources Planning | Operational Planning

Developing, updating, and assessing internal plans

A central pillar in the strategic management of the workforce is ensuring alignment between the organization’s people strategies and the mission, goals, and objectives through analysis, planning, investment, and evaluation. While most organizations have similar functional and operational frameworks, no two organizations are the same. We work with our clients to ensure a full awareness of the unique cultural and operational nuances to deliver engagements that work within the current

environment and available resources using plain language and straightforward approaches to have a meaningful impact.



We have supported our clients with diagnostic scans, high-level restructuring and realignment plans, strategic planning, goal setting, key performance indicators (KPIs) dashboards, and succession planning.

Organizational Studies | Program Reviews | Process Audits

Conducting quantitative and qualitative organizational studies and reviews

Leveraging information from an assessment of strengths, challenges, opportunities, and barriers, we develop client-specific recommendations with actionable guidance based on the unique organizational culture and context. To ensure trustworthiness and reliability of our studies, reviews, and audits, we collaboratively develop an evaluation plan with quantitative and qualitative methodologies aligned to the areas under review, stakeholder engagement strategies, relevant benchmark organizations, and key milestones.

We have supported our clients with compensation reviews; competency model reviews and designs; performance management systems design, implementation, and process reviews; leadership development program assessments; and efficacy reviews of past initiatives. One of our more noteworthy engagements was a 9-month comprehensive review of the U.S. Customs and Border Protection's process for handling allegations of employee misconduct. The engagement garnered Pivotal a 2016 **DHS Small Business Achievement Award** for exceptional support to the mission of the U.S. Department of Homeland Security. The public facing report is available online at <https://www.cbp.gov/sites/default/files/assets/documents/2016-Mar/cbp-complaint-discipline-system-review.pdf>.

Climate Assessments

Leveraging appropriate surveys and diagnostic tools

We help identify and implement solutions to improve individual, team, and organizational performance through more inclusive organizational climates. Research shows that improved organizational climates – which is different from and easier than culture to change – increase motivation and boost performance by as much as 30%.

We have successfully implemented customized engagement services, such as quarterly and semi-annual pulse surveys to measure organizational climate more frequently, deepen perspectives on Federal Employee Viewpoint Survey (FEVS) data with customized dashboards, and develop and deliver effective communication strategies.

Performance Management Support

Designing, revising, and supporting the end-to-end process for leaders and executives

Pivotal specializes in taking performance management to the next level – both from a process perspective and an experience perspective. Our team of skilled professionals supports every aspect of the performance management process – from goal-setting to performance summary narratives. Our approach is holistic to ensure the performance management process is integrated and aligned to the employees’ and organization’s needs. Our writing services help reduce administrative burden and our process coaching and consulting support help supervisors and managers feel better about more actively engage in the process.

We have successfully supported the annual performance close-out process for senior executive scientists and doctors – reducing administrative burden and freeing up time, energy, and focus of these senior executives. We also successfully designed and implemented a performance management process that resulted in improved timeliness and quality of employee feedback.

Staff Augmentation

Our 4-phased approach to staff augmentation (illustrated in Figure 2) ensures we place the right people in the right place at the right time.



Figure 2, Pivotal’s Illustrative Approach for Staff Augmentation Services

PIVOTAL HAS . . .	WHICH MEANS THIS TO YOU . . .
Efficient processes for attracting and screening highly qualified talent	Rapid deployment to client site – at contract initiation and throughout the engagement
Highly competitive salaries and benefits and fully engaged staff supervision	Retention of well-trained contract staff – fewer absences, lower turnover, enhanced productivity
Quality assurance standards and risk management protocols	Compliance with all contract quality and quantity requirements
Active contract management with monthly client interactions	Timely and proactive resolution of any issues and quarterly conversations with the CEO

SIN 874-4, TRAINING SERVICES: INSTRUCTOR-LED TRAINING, WEB-BASED TRAINING AND EDUCATION COURSES, COURSE DEVELOPMENT AND TEST ADMINISTRATION

OVERVIEW

Many organizations – private and public sector – are grappling with how best to prepare and support leaders for increasingly volatile, uncertain, complex, and ambiguous environments. As a result, many of these organizations are taking a fresh, holistic look at their leadership development programs to assess and enhance their efficacy.

Leveraging the experience and perspectives of academics, former executives, and senior and certified practitioners, we offer engaging and experience-based training programs that support executives and leaders in enhancing their confidence, competence, and capabilities. Our programs align to leading adult learning practices and can be delivered in a variety of formats (e.g., classroom and web-based). And, our modular design gives you maximum flexibility – from 15-minute micro-learning units to programs delivered over multiple days.

For our clients in the metropolitan Washington D.C. area – or those who would like a modern and inviting training site in the D.C. area – use of the space at our Pivotal Leadership Academy is included at no additional charge. More information about our Leadership Academy is available on the web at <http://pivotalpractices.com/portfolio-areas/offsite-meeting-facilitation/>.

CUSTOMIZED TRAINING SOLUTIONS

If your training programs are not yielding the intended or desired results, Pivotal offers fully customized training solutions that incorporate contemporary design and development processes. This simplifies the instructional design and development, which leads to more engaging and effective learning experiences that are responsive to the unique needs, climate, and culture of our clients.

As part of the design phase, key stakeholders are interviewed to identify focus areas, current challenges, and organizational goals and objectives. This supports Pivotal in understanding the context for delivery of the programs, as well as engaging learners in identification of responsive solutions and strategies.

Pivotal's instructional design team includes public and private sector leaders with extensive instructional delivery experience in a variety of formats. Our team members are former senior HR practitioners and leaders with broad and deep expertise. This expertise enhances the course content and enables informal coaching and mentoring during course delivery.

Our experienced team of instructional designers, instructors, and facilitators use the most impactful adult learning models and theories in the design and delivery process, and this expert care is carried into the learning space. All training engagements include ADA-compliant files that can be uploaded to an internal server for on-demand access. Our 6-phase process is highly collaborative and agile, with robust stakeholder engagement to ensure the end result hits the mark.



Figure 3, Pivotal's Illustrative Engagement Approach for Training

We collaboratively design, develop, and deliver a custom training engagement following the six steps in Figure 3.

- The design phase (Steps 1 and 2) supports a comprehensive needs assessment, identification of specific behavioral outcomes, and client-specific content.
- The development phase (Steps 3 and 4) includes collaborative development of client-specific scenarios and case studies, as well as reinforcing activities and assessments.
- All programs support delivery (Step 5) via classroom, webinar, and on-demand web with 24-hour access.
- We always collect participant reaction feedback to our training programs (Step 6). We can also work with you to assess longer term effectiveness and ROI of the training.

Critical Thinking Skills for Enhanced Business Acumen (Customized)

Public sector leaders are working in increasingly volatile and complex organizational climates – charged with delivering critical mission requirements oftentimes in resource constrained environments. This state of affairs is the new normal for private and public sectors – and critical thinking is the core competency that supports leaders in more strategically managing human, financial, and information resources. Critical thinking enables leaders at every level to understand the impact of their decisions on the organization and ensures alignment with organizational goals and accountability for results.

Critical thinking is the ability to deal with the contradictions and problems of a tumultuous environment in a reasoned, purposeful, and productive way. It supports decision-making using an approach that is fair, objective, accurate and based on information that is relevant to the situation. Critical thinking is also reflective and focused, constantly evaluating the thinking process itself. It is thinking with a purpose.

During this 2-day workshop, participants will learn how to identify and examine the assumptions, influences and biases that might sway them; strategically assess the strengths and weaknesses of alternative solutions, conclusions or approaches to problems; make business decisions that answer the right questions, solve the right problems, mitigate risks, and improve productivity; and lead from a position of strength, being able to motivate and move people both inspirationally and intellectually by providing sound reasons for actions. We work with the agency to develop activities, exercises, and case studies to ensure the application of the material addresses environmental and cultural nuances.

Comprehensive Senior Executive Offsite (All-Inclusive Package)

We have a proven track record of delivering executive offsites that receive consistently high ratings and invitations to return. By working collaboratively with all participants and stakeholders, we design, plan, and deliver a leadership development session that supports executives and senior leaders with addressing critical and emerging opportunities and challenges. All engagements include development of a comprehensive session overview with tailored activities and an After-Action Report that provides a detailed account of the offsite activities, supporting the agency in maintaining momentum gained during the session and providing data for ROI analysis on the investment of training dollars.

360 Feedback Comprehensive Leadership Forum



Using an internationally recognized multi-rater feedback instrument, we provide a comprehensive engagement designed to support leaders in enhancing their self-awareness and external awareness and leveraging these insights to create individual development plans to address self-selected developmental goals. We work with the client to customize session content and focus, to include mapping Birkman competencies to client competencies. Our robust engagement approach allows for real-time program modifications and adjustments to maximize session efficacy. All participants receive a full color Participant Guide with client-specific competency models and definitions, a Leader Development Guide with Leader Development Plan (LDP), and a best-selling book title of the client's choice.

INSTRUCTOR-LED WORKSHOPS

Our programs are available for immediate delivery – at your site or the Pivotal Leadership Academy at no additional cost.

Asking Powerful Questions: A Different Way to Communicate

Effective communication skills have become a more essential part of every employee's day-to-day interactions and are a requirement for success at work. Questioning is a powerful tool that is often overlooked in communications training. This workshop offers unique insights into the effects of positive questioning, not only as a method of gathering information or interrogating, but more importantly as a communication skill that can assist in coaching, problem solving, stimulating ideas, encouraging discussion, expanding alternatives, and gaining understanding.

Participants will see how astute questioning can enhance conversations, job performance, and capacity to influence, as well as improve the quality of their work relationships. The workshop is designed for employees at every level of your organization.

The activities in this workshop are designed to give participants opportunities to classify questions according to purpose, recognize the various types of questions, and identify individual questioning

styles. Activities include lecture, written exercises, large and small group discussion, and questioning practice.

Influence Without Authority: A Better Way to Get Results

In today’s multi-generational, geographically dispersed, and virtual workplaces, the ability to influence without authority is an important competency. The environments of perpetual and ongoing change make it imperative that leaders and employees are able to foster collaborative relationships that deliver results. Leadership is situational and the role of “leader” often shifts based on the circumstances. This means that every individual in the organization has both opportunity and obligation to lead in the empowered environment necessary to achieve the organization’s mission.

During this workshop, participants will focus on their ability and willingness to thoughtfully and intentionally influence the actions of others. Specifically, they will sharpen the skills needed to accomplish four key outcomes: create shared knowledge, maintain a supportive environment, trust and be trustworthy, and model desired behaviors.

Through interactive lectures, small group discussion, skill practices, and personalized application activities, participants will develop the skills necessary to lead in today’s increasingly leaner and more complex organizations.

TEAM BUILDING | OFFSITES

We are a trusted resource to public sector leaders at every organizational level, with noteworthy engagements supporting the Commissioner’s office at U.S. Customs and Border Protection (CBP) and the Office of the Chief Scientist at the U.S. Food and Drug Administration (FDA). This trust is engendered based on Pivotal’s exceptional expertise and experience in successfully addressing challenges faced by federal agencies. Using a high-performing team framework, we design offsite and team building agendas that foster trust, commitment, authenticity, and results orientation. Our sessions combine relationship building, skills development, and action planning for the next 90 days after the meeting (the “So What”). The session can be held at the Pivotal Leadership Academy in Greenbelt, Maryland at no additional cost.

LEADER AND EXECUTIVE COACHING



We have an extensive network of professionally certified coaches with both public and private sector experience. Each of our engagements begins with a client intake process to foster a comprehensive understanding of the unique organizational environmental factors of the leaders we coach and ensure complete alignment between our coaching services and measurable success outcomes.

Research has shown that espoused and demonstrated senior leader support is vital to successful leader development and coaching programs. We can collaboratively develop a communication and implementation strategy to maximize receptivity to and efficacy of the engagement. We offer all of the most common individual and team assessments. And, we provide a comprehensive report of significant outcomes and participant ratings.

THE BIRKMAN METHOD

While Pivotal's coaches are qualified to administer and interpret most assessment instruments, Pivotal's instrument of choice is the Birkman Method®. It is an internationally recognized behavioral assessment tool used in more than 8,000 private and public sector organizations around the world. Since 1951, Birkman has been committed to developing and delivering assessments that demonstrate and adhere to the best organizational psychology practices.



The Birkman Method® is a scientifically developed, multi-dimensional assessment that integrates behavioral, motivational and occupational data together to predict behavior and work satisfaction across situations. The Birkman 360® gathers information about individual performance as measured from the perspectives of the leader, supervisor/boss, peers, subordinates, and others. The Birkman 360® reports on nine competencies that align with all organization-specific core competencies. These competencies drive individual and organizational success in the following areas:

- Strategic thinking and long-term planning for key business and organizational outcomes.
- Engaging others in support of goals and outcomes by clearly communicating the vision, building commitment, and assigning responsibility.
- Decision-making, coaching others, and effective resources management.
- Understanding the organization, customers, culture, and competitive environment.
- Pursuing focused and intentional personal and professional development.

The instrument takes approximately 30 minutes to complete and can be accessed online any time. Reports are user friendly with a blend of text and colorful graphs to support individual interpretation focused on individual strengths, growth opportunities, differences in perspectives, and analysis of individual competencies. Reports also include a workbook with personal planning action worksheets to support the development of individually-focused developmental goals.

The instrument can also be used to create group matrices for professionals who work together on a regular basis to identify potential challenges and ways to work more effectively as a team. And, there is a 360 Multi-Rater version.

APPENDIX A, INTEGRATED CONSULTING SERVICES (SIN 874.1) PRICE LIST

The rates shown below include the Industrial Funding Fee (IFF) of 0.75%.

Item	SIN	Awarded Labor Category	11/10/2017 – 11/9/2018	11/10/2018 – 11/9/2019	11/10/2019 – 11/9/2020	11/10/2020 – 11/9/2021	11/10/2021 – 11/9/2022
1	874-1	Executive Coaching	\$317.63	\$324.30	\$331.11	\$338.06	\$345.16
2	874-1	Program Manager	\$230.00	\$234.83	\$239.76	\$244.80	\$249.94
3	874-1	Project Coordinator	\$73.30	\$74.84	\$76.41	\$78.02	\$79.65
4	874-1	Administrative Assistant	\$48.87	\$49.90	\$50.94	\$52.01	\$53.11
5	874-1	Project Manager	\$146.60	\$149.68	\$152.82	\$156.03	\$159.31
6	874-1	Senior Expert Consultant IV	\$219.90	\$224.52	\$229.23	\$234.05	\$238.96
7	874-1	Facilitator III	\$195.47	\$199.57	\$203.77	\$208.04	\$212.41
8	874-1	Instructor III	\$195.47	\$199.57	\$203.77	\$208.04	\$212.41
9	874-1	Project Analyst	\$131.94	\$134.71	\$137.54	\$140.43	\$143.38
10	874-1	Technical Writer	\$92.85	\$94.80	\$96.79	\$98.82	\$100.90
11	874-1	Jr. Analyst	\$75.27	\$76.85	\$78.46	\$80.11	\$81.79
12	874-1	Jr. Administrative Professional	\$40.31	\$41.16	\$42.02	\$42.90	\$43.80
13	874-1	Sr. Administrative Professional	\$67.55	\$68.97	\$70.42	\$71.90	\$73.41

APPENDIX B, TRAINING SERVICES (SIN 874.4) PRICE LIST

The prices shown below include the Industrial Funding Fee (IFF) of 0.75%.

Course Title	Course Length	Minimum Participants	Maximum Participants	11/10/2017 – 11/9/2018	11/10/2018 – 11/9/2019	11/10/2019 – 11/9/2020	11/10/2020 – 11/9/2021	11/10/2021 – 11/9/2022
Offsite/Team Building Facilitation	1 day	8	18	\$7,657.43	\$7,818.24	\$7,982.42	\$8,150.05	\$8,321.20
Custom Training Design and Delivery	2 days	8	18	\$12,443.32	\$12,704.63	\$12,971.43	\$13,243.83	\$13,521.95
Effective Questioning Workshop	1 day	8	18	\$7,178.84	\$7,329.60	\$7,483.52	\$7,640.67	\$7,801.13
Influencing Skills Workshop	1 day	8	18	\$7,178.84	\$7,329.60	\$7,483.52	\$7,640.67	\$7,801.13
Comprehensive Leadership Forum with Birkman 360 Assessment All-Inclusive Package (Planning, Materials, Administration, Feedback, Assessment)	1.5 days	8	18	\$38,500.60	\$39,309.11	\$40,134.60	\$40,977.43	\$41,837.96
Comprehensive Senior Executive Offsite All-Inclusive Package (Planning, Administration, Assessment)	1 day	8	18	\$25,910.83	\$26,454.96	\$27,010.51	\$27,577.73	\$28,156.86

APPENDIX C, SCA LABOR CATEGORIES

The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the cited SCA labor categories are based on the U.S. Department of Labor Wage Determination Number(s) identified in the SCA matrix. The prices awarded are in line with the geographic scope of the contract (i.e. nationwide).

SCA Eligible Labor Category	SCA Equivalent Code Title	Wage Determination No
Administrative Assistant	01020 Administrative Assistant	15-4281
Jr. Administrative Professional	01311 Secretary I	15-4281
Sr. Administrative Professional	01313 Secretary III	15-4281
Technical Writer	30463 Technical Writer III	15-4281
Instructor III	15095 Technical Instructor	15-4281

APPENDIX D, LABOR CATEGORIES DESCRIPTIONS

Classification	Responsibilities	Education/Experience
Executive Coach	Provides expertise in support of program/project operations by conducting individual leadership and executive coaching, based on developmental plan created by Senior Executive Consultant. Conducts coaching via conference calls, e-mail support, “just-in-time” calls (providing consulting and preparation for important meetings or presentations), and stretch assignments for application and integration of new skills and behaviors. Provides appropriate resources including current articles and books and executive learning experiences related to mission-oriented business improvement subjects. Consults with clients to assist them in becoming more effective in their careers and moving to a higher performance level by challenging ineffective beliefs, emphasizing and documenting accountability, and building on career and organizational mission and goals. Provides coaching on subjects including: time management, ways to influence stakeholders, ways to leverage strengths, focus on organizational and individual goals, awareness and management of self-defeating behaviors, communications skills, leadership styles, and team development and management skills	<ul style="list-style-type: none"> • Bachelor’s Degree • 15 years of experience, 5 in leadership or executive coaching, or a subject matter discipline required by client • Holds relevant coaching certifications
Program Manager	Manages large, complex programs or several smaller complex programs. Develops and monitors program objectives, budgets, and schedules and is responsible for all contractual, administrative, and financial aspects of the program.	<ul style="list-style-type: none"> • Bachelor’s Degree • 10 years of experience managing programs
Project Coordinator	Reviews contracts and identifies project control requirements. Determines staff assignments, project control systems, and administrative and financial reporting requirements. Tracks and validates all client financial information, establishes and maintains master contract files, prepares reports on and monitors status of all deliverables, ensures quality assurance in all products delivered, tracks the financial status of contracts, and reports payment of government fees. Prepares and updates task status reports and prepares revenue projections reports. Employs automated tools and systems to perform project control functions.	<ul style="list-style-type: none"> • Bachelor’s Degree • 2 years of experience working with accounting and financial systems, staffing and resource planning, preparing, financial reports and presentations, and cost reporting under government contract guidelines
Administrative Assistant	Provides general administrative and clerical support for project tasks. Support may include word processing, filing, graphics, database maintenance, and quality assurance.	<ul style="list-style-type: none"> • High School Diploma • 1 year of experience

Classification	Responsibilities	Education/Experience
Project Manager	Performs day-to-day management of assigned task order projects that involve teams of engineers, scientists, and management professionals involved in analyzing, designing, integrating, training, testing, documenting, implementing, or maintaining complex systems. Demonstrates proven skills in those technical areas addressed by the specific task order to be managed. Organizes, directs, and coordinates planning and production of all activities associated with assigned task order projects. Demonstrates written and oral communication skills. The Project Manager interfaces directly with the Government Project Manager or Program manager in the management and execution of the assigned task.	<ul style="list-style-type: none"> • Bachelor's Degree • 8 years of experience in managing large, complex technical efforts involving multiple facets of a technical discipline
Senior Expert Consultant IV	Based upon extensive experience and working independently, provides expert advice, assistance, guidance or consulting in support of the agencies' management needs for strategic, business, and action planning. Examples of duties and responsibilities are as follows: System alignment studies and practices, cycle time analysis and alternatives, building high performance work teams, adopting leadership systems, developing performance measures and indicators, presenting process and productivity improvement options, making organizational assessments, and performing program audits, and evaluations.	<ul style="list-style-type: none"> • Master's Degree • 7 years of experience
Facilitator III	Provides guidance, order and assistance to participating members of a class, seminar, or conference in order to meet customer objective. Leads or assists instructor to include but not limited to such areas as instructor lead training, seminars, conferences, focus groups, working groups. Utilizes a variety of instructional strategies (methods, techniques, etc.) and resources (media, technologies, etc.), classroom organization skills, and effective, communication techniques to establish and facilitate engaging and meaningful learning environments. Works with little or no supervision on increasingly complex projects. May be task lead, supervisor, or project supervisor.	<ul style="list-style-type: none"> • Bachelor's Degree • 20 years of experience in applicable discipline with 6 years general experience • Good understanding of subject matter, experience in training, or public speaking
Instructor III	Provides subject matter expertise support to all types of training development projects, including content review and feedback to development staff, as well as delivery of the training.	<ul style="list-style-type: none"> • Bachelor's Degree • 20 years of experience in applicable discipline with 6 years general experience • Good understanding of subject matter, experience in training or public speaking
Jr. Administrative Professional	Provides administrative support to technical and management personnel under close supervision. Duties include but are not limited to typing, copying, meeting scheduling, and related administrative activities in support of a project and program support.	<ul style="list-style-type: none"> • High School Diploma • 2 years of relevant work experience in related discipline

Classification	Responsibilities	Education/Experience
Jr. Analyst	Provides analytical support to various projects and programs. Duties include but are not limited to preparing analytical reports, coordinating project deliverables with other team members, collecting and analyzing data, and conducting online/web-based research.	<ul style="list-style-type: none"> • Bachelor’s Degree • 2 years of relevant work experience in related discipline
Technical Writer	Gathers, analyzes, translates and composes technical information into clear, readable documents to be used by technical and nontechnical personnel. Composes technical documents including, user's manuals, training materials, installation guides, proposals, and reports. Edits functional descriptions, system specifications, user’s manuals, special reports, or any other customer deliverables and documents. Conducts research and ensures the use of proper technical terminology.	<ul style="list-style-type: none"> • Bachelor’s Degree • 8 years of experience
Sr. Administrative Professional	Provides administrative support to technical and management personnel, including—but not limited to—graphical/documentation planning and support, project administration, program management, event planning and administration, office relocation planning, mail services, records, and data input. Exercises judgment and works independently.	<ul style="list-style-type: none"> • High School Diploma • 7 years of experience
Project Analyst	Provides analytical support in the appropriate discipline. Typical duties performed may include analysis, design, development, integration, logistics, project management, cost, financial, or management analysis, or maintenance of systems, processes, programs, offices or products. Develops and/or reviews acquisition documentation, program reports, papers, drawings, specifications, procedures.	<ul style="list-style-type: none"> • Bachelor’s Degree • 8 Years of experience

When was the last time your organization
evaluated your
Human Resource function?

We work with our clients to conduct comprehensive, objective assessments of their human capital activities. For our federal clients, we report the results in a format consistent with the Office of Personnel Management’s (OPM’s) Human Capital Framework (HCF) while also leveraging private and public sector leading practices. This supports you in ensuring your agency’s human capital management strategies, plans, and practices:

- 1) Are integrated with strategic plans, annual performance plans and goals, and other relevant budget and acquisition plans;
- 2) Contain measurable and observable performance targets;
- 3) Can be communicated in an open and transparent manner to facilitate cross-agency collaboration to achieve mission objectives; and
- 4) Inform the development of human capital management priority goals for the government.

Organizational Climate Survey Support



We focus on the people part of helping organizations work better – because plans, processes, technology, and goals are merely concepts until employees are engaged and involved.

We are experts at working with agencies to leverage their Federal Employee Viewpoint Survey (FEVS, FEV) data to build more engaged, satisfied, and committed workforces – including designing and administering PULSE surveys and manager training.

We also develop and administer web-based climate surveys for organizations that do not have assessment instruments in place.

Organizational Inclusion Support



Cornell University

Using a tested framework developed by Cornell University for assessing and enhancing organizational inclusion, we support teams in identifying their most important focus areas. We focus on individual and collective strengths rather than highlighting differences.

Leveraging data from climate surveys (such as FEVS/FEV), focus groups, and listening sessions, we work with our clients to identify workplace initiatives that are uniquely targeted to individual work groups.

Team members enhance their self-awareness, external awareness, team commitment, and understanding of how to leverage diversity to work more effectively together in achieving organizational goals.



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