

*References to "Company" means UT-Battelle, LLC.*

## STATEMENT OF WORK (SOW) for Coaching, Assessment, Teambuilding, and Facilitation Services

### 1. SCOPE

#### 1.1. Introduction

The Human Resources Directorate will sponsor executive coaching, assessment, teambuilding, and facilitation services, as needed, to enable success for both support and research directorates. Human Resources has sponsored several coaching, assessment, teambuilding, and facilitation services contracts for both onsite and offsite meetings as an extension of their mission to attract, recruit, and retain employees. Historically, the organization has a number of requests for coaching, assessment, teambuilding, and facilitation that exceeds our capacity to quickly deliver or dedicate full-time diverse resources for an extended period of time, so outside support serves a business need for the organization. Organizations are charged when they utilize this type of service.

#### 1.2. Work Description

##### Individual Coaching Services

To initiate a coaching engagement requires a discussion with the individual's manager or sponsor (referred to as sponsor) to identify the focus areas. Most coaching relationships are expected to be 1:1 however, occasional team/group coaching approaches may be used or requested. Delivery may be in person coaching, virtual coaching, or blended delivery using in person and electronic delivery methods. To begin the coaching relationship, after approval by the sponsor and TPO, a meeting will be held with the employee to be coached (client) in which the approach for coaching will be defined in a coaching agreement. The coaching agreement will include assessments to be used, desired outcomes, frequency of coaching meetings, duration of the engagement and a statement outlining confidentiality, and metrics of success. Coaching relationships will be for a specified period. Once the coaching approach is defined, the coach will provide the client and his/her manager/sponsor with a detailed coaching plan. Assessments and other individual/team diagnostic tools can be used to provide the most comprehensive coaching plan for the coaching client. Costs for assessments will be reviewed and agreed on with the TPO. It is expected that individual coaching discussions are confidential but that periodic progress discussions related to the value of the relationship should occur with the coach, the client, and the sponsor. The sponsor or client may end the coaching relationship early if results are not obtained.

##### Assessment/Diagnostic Tools

A collaborative development process may require individual, manager, and peer/co-worker assessments. Assessment tools may vary based on the individual needs of the individual/manager/stakeholder/team. Utilization of assessment tools including purpose, value, costs, and ownership of results will be reviewed with the TPO for approval prior to

use, to ensure best value for the organization. Stakeholder interviews could be utilized as part of the data-gathering requirements.

### Teambuilding Services

Teambuilding services can be an integral component of the development process for teams and manager relationships. Delivery may be in person facilitation or blended learning of in person and electronic delivery methods. Specific topics and focus areas will be defined by the TPO and client/stakeholder in advance and vary based on the needs of the client and/or specific organization with whom the affiliation occurs. Examples of topics include strategy, vision and purpose, teamwork, motivation, understanding perspectives, finding efficiencies, behavior awareness, manager assimilations, and accountability. The type of teambuilding activities may vary from activities focused on high functioning high productivity teams to teams needing techniques to improve productivity and inclusion. Workshops may vary in length from one-hour, half-day or full-day increments depending on organizational needs. This consulting contract will provide a platform to meet teambuilding needs outside of the coaching engagement.

### Facilitation Services

Facilitation services may be an integral component of successful workshops and meetings, especially if the message requires complicated outcomes, requires accountability, commitments, or if the topics are sensitive. Specific topics and focus areas will vary based on the needs of the client and/or specific organization with whom the affiliation occurs. Small or large group facilitation may be needed with topics such as strategic planning workshops, understanding diversity, addressing inclusion in the workplace, manager accountability, goal setting, minor level conflict resolution topics, or specific topic discussions as defined by the TPO and specific client/organization. Facilitation sessions may vary in length from one-hour, half-day or full-day increments depending on organizational needs. Facilitation may require multiple sessions. The length and number of sessions will be agreed to in advance of the facilitation services. This consulting contract will provide a platform to meet facilitation needs outside of the team building and/or coaching engagement.

Pricing for items is required as part of this proposal. Assessments or tools for use during the coaching assignment, that will result in a cost or charge, will be reviewed and approved prior to costs being incurred. Coaching, Assessment, Teambuilding, and Facilitation events should be priced separately.

## **2. TECHNICAL AND FUNCTIONAL REQUIREMENTS**

Individuals performing coaching services should have at least 5 years of relevant experience coaching in an environment that includes scientists, engineers, or highly technical staff. Coaching managers and executives is preferred. Biographies including experience and charge rates are required for each coach covered under the proposal. Coaching experience must reflect the clients being coached (e.g. experience with executive coaching is a prerequisite to engaging executive clients, experience coaching teams is a prerequisite to coach teams etc.) It is preferred that experience is across many levels such as individuals, groups, and managers, including

executive level managers.

It is preferred that experience coaching and facilitating includes a diverse population related to gender, ethnicity, education, geographic locations, personality styles, etc. A coaching certification from an internationally recognized entity (e.g. ICF - International Coaching Federation) is preferred. If assessments are to be administered or interpreted by the coach then experience administering different types of development assessments is required (e.g. 360-degree assessments, DiSC, Hogan, etc.). Certification in administration of specific assessments used is preferred.

Proposals should include information about how the coach or facilitator defines and evaluates results of the services provided, the areas of experience and what type of environments the coach has experience in both as a staff member and experience as a coach or facilitator (e.g. if coaching executives, what is the experience being a manager or executive and what is the experience being a coach or facilitator of executives.) Include the total number of clients and duration in each area of expertise. Proposals should address the methodology or process and philosophy of the coaches or facilitator's style. Proposals should include how the coach defines coaching, including what is and what is not coaching.

Facilitators of both workshops and teambuilding activities should have at least 5 years of relevant experience working in an environment that includes scientists, engineers, or highly technical staff. Experience teaching in an organizational development environment is preferred. Experience in facilitation should equal group makeup (e.g. experience facilitating executive workshops is required prior to engaging in facilitation of a workshop comprised mainly of executives.)

### **3. RESPONSIBILITIES**

The Company will be responsible for scheduling rooms for offsites and rooms for group activities. Notebooks and other materials for teambuilding sessions may be purchased via the Company if we can get a better price for the materials. The Company is not expected to provide administrative assistance such as preparing course materials. Discussions with the client and TPO must occur before any teambuilding or facilitation session is conducted to understand the needs of the organization and how to best meet those needs. The Company will conduct evaluations of the engagements to assess value to the individuals involved and/or to the organization participating in the engagements. Coaches may be asked to demonstrate coaching skills by providing a sample coaching session annually, as requested by the TPO, to evaluate effectiveness and adherence to professional coaching standards. The sample coaching session will be arranged by the TPO and should reflect the type of client the coach engages but not an actual current client. Coaches are expected to maintain confidentiality. TPO or designated representative may sit in on facilitation and teambuilding activities with or without notification to evaluate the quality of services provided. It is expected that proprietary or business sensitive information is not shared outside the company and all company documents including assessment results are retained by the Company .

Coaches and facilitators are expected to provide an ethical, professional experience that demonstrates attainment of the stakeholder and client's expectations.

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#### **4. DELIVERABLES/SUBMITTALS**

A summary statement of the coaching engagement or event supported with goals/results/deliverables and expected duration of the engagement will be required for each client or event in which services are provided. A coaching agreement will fill this need in coaching relationships. Evidence of success such as feedback and evaluation of processes are required. Coach or facilitator may be required to provide a trends and issues document, given the number of coaching clients within or across the organization. Invoices for coaching should include the client's name and reference the increment of time spent accordingly. Facilitators will provide an attendance roster, for each group event. Quarterly reports summarizing engagement and results may be requested by the TPO.