

National Institute of Corrections

Solicitation for a Cooperative Agreement - Leadership

Development for Corrections Supervisors

AGENCY: National Institute of Corrections, U.S. Department of  
Justice

ACTION: Solicitation for a Cooperative Agreement

SUMMARY: The National Institute of Corrections (NIC) is soliciting proposals from organizations, groups, or individuals to enter into a cooperative agreement for a 12-month period to begin no later than September 15, 2014. Work under this cooperative agreement will result in the design and development of a leadership development course for corrections supervisors. The final product will include one blended curriculum with two delivery designs and a pilot delivery of both designs. Both designs will include an evaluation protocol for the collection of formative and summative data as well as a competency assessment instrument to identify areas of strength and challenge.

NIC will add the course to its leadership and management catalog and make it available to all constituents as an "off the shelf" product that may be tailored for use in their own agencies as a professional development and human resource management tool that

will assist them with staff selection and retention, performance management, and succession management. This project will be a collaborative venture with the NIC Academy Division.

NIC OPPORTUNITY NUMBER: 14AC07. This number should appear in the reference line in your cover letter, on Standard Form 424 in section 11 with the title of your proposal, and in the right justified header of your proposal.

NUMBER OF AWARDS AND FUNDS AVAILABLE: Under this solicitation, 1 award will be made. The total amount of funds available under this solicitation is \$75,000.00. Funds awarded under this solicitation may only be used for activities directly related to the project as described herein unless otherwise amended in writing by NIC.

APPLICATIONS: All applicants must be submitted electronically via <http://www.grants.gov>. Hand delivered, mailed, faxed, or emailed applications will not be accepted.

DATE: Application must be submitted before midnight on June 30, 2014

AUTHORITY: Public Law 93-415

ELEGIBILITY OF APPLICANTS: An eligible applicant is any public or private agency, educational institution, organization, individual or team with expertise in the described areas.

SUPPLEMENTARY INFORMATION:

Background:

As NIC envisions its work in corrections leadership and management in the 21<sup>st</sup> century, we foresee multiple challenges, including shifts in leaders' roles and responsibilities, changing demographics in human resources, the role of technology, the need to capture, manage, and use data to inform practices, and the incorporation of research-based practices into correctional administration.

These shifts call for reassessment of the knowledge and skills necessary for staff to advance their careers as well as close inspection of the leadership development programs designed to impart the knowledge and skills necessary for advancement.

NIC recognizes the need to provide leadership development at earlier stages in a corrections worker's career to assist agencies with succession management and improve agency outcomes.

NIC defines the supervisor as individuals who manage staff who work directly with the client or constituent group; a position that is generally one or two steps above the line or entry-level position in the organization.

NIC's *Correctional Leadership Competencies for the 21<sup>st</sup> Century* competency model identifies 10 core competencies for supervisors: ethics and values, interpersonal relationships, motivating others, oral and written communication, developing

direct reports, managing conflict, team building, collaboration, and problem solving and decision making.

A proposal responsive to this solicitation should, at a minimum: identify a plan to address the scope and timeframe of the project; ascertain the essential components of a research-informed leadership development program at the supervisor level; determine the methodology necessary to develop the course architecture and design the course; and identify a team that includes members with leadership subject matter expertise, project management experience, experience in the development and validation of assessment instruments, and expertise in instructional design.

Scope of Work:

The qualified applicant team will be able to:

Conduct a comprehensive literature review on leadership theory, practices, and programs to include research on effective leadership development and best practices in program design.

Assess NIC's current catalog of leadership development resources for potential content including the core competency model

*Correctional Leadership Competencies for the 21<sup>st</sup> Century* and the existing course for leadership development at the supervisor level, *Essential Skills for New Supervisors*.

Create a course architecture that incorporates the components and content of a strategic, research-informed leadership development program that targets corrections supervisors.

Develop and integrate into the course design a validated assessment instrument that will identify an end-user's current level of proficiency in the identified course competencies. The instrument must be in a file format that is compatible with electronic delivery, scoring, and report generation.

Establish benchmarks and metrics for formative and summative evaluation for all levels of course evaluation based on the Kirkpatrick model.

Using the course architecture, develop lesson plans, course media, participant guide(s), and facilitator guide(s) for a blended modality course that includes optional virtual training modules so the course can be delivered virtually or in a classroom.

Produce a design document for the course that includes a narrative description of the project including the background, purpose, target population, project objectives, course objectives, the course architecture, design notes, delivery media, and resources / references used.

Identify potential pilot delivery sites for both the virtual and classroom design options of the curriculum.

Deliverables:

At a minimum, the awardee will deliver the following products in complete and compliant form:

(1) A design document that includes narrative descriptions of all components of the project including:

- a. background;
- b. purpose;
- c. target population;
- d. project objectives;
- e. course objectives;
- f. course architecture;
- g. design notes;
- h. delivery media; and,
- i. all resources / references used for the development and design of the course.

(2) A blended modality supervisory leadership development curriculum that includes:

- a. lesson plans;
- b. course media;
- c. participant guide(s);
- d. facilitator guide(s);
- e. comprehensive evaluation plan;
- f. a classroom delivery option;

- g. a virtual delivery option; and,
- h. revisions to both design options as deemed necessary during pilot deliveries.

(3) A validated assessment instrument that identifies the end user's level of proficiency in identified course competencies to be used as a component of the course.

(4) Pilot delivery of the virtual delivery design.

(5) Pilot delivery of the classroom delivery design.

FOR FURTHER INFORMATION: All technical or programmatic questions concerning this announcement should be directed to Amanda Hall, Correctional Program Specialist, National Institute of Corrections who may be reached by email at [a4hall@bop.gov](mailto:a4hall@bop.gov). In addition to the direct reply, all questions and responses will be posted on NIC's website at [www.nicic.gov](http://www.nicic.gov) for public review (the names or affiliations of those submitting questions will not be posted). The website will be updated regularly and postings will remain on the website until the closing date of this cooperative agreement solicitation.

APPLICATION REQUIREMENTS: Application Requirements: Applications should be typed, double spaced, in 12-point font, and reference the project by the "NIC Opportunity Number" (14AC07) and title in this announcement, "Leadership Development for Corrections Supervisors". The package must include: a cover letter that

identifies the audit agency responsible for the applicant's financial accounts as well as the audit period or fiscal year that the applicant operates under (e.g., July 1 through June 30); a concisely written program narrative, not to exceed 30 numbered pages, in response to the statement of work, and a detailed budget with a budget narrative explaining projected costs. Applicants may submit a description of the project teams' qualifications and expertise relevant to the project, but should not attach lengthy resumes. Attachments to the proposal describing your organization or examples of other past work beyond those specifically requested above are discouraged. These attachments should not exceed 5MB.

The following forms must also be included: OMB Standard Form 424, Application for Federal Assistance; OMB Standard Form 424A, Budget information - Non-Construction Programs; OMB Standard Form 424B, Assurances - Non-Construction Programs (these forms are available at <http://www.grants.gov>) and DOJ/NIC Certification Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and the Drug-Free Workplace Requirements (available at <http://nicic.gov/Downloads/General/certif-frm.pdf>)

Failure to supply all required forms with the application package may result in disqualification of the application from consideration.

Note: NIC will NOT award a cooperative agreement to an applicant who does not have a Dun and Bradstreet Database Universal Number (DUNS) and is not registered in the Central Contractor Registry (CCR).

A DUNS number can be received at no cost by calling the dedicated toll-free DUNS number request line at 1-800-333-0505 (if you are a sole proprietor, you would dial 1-866-705-5711 and select option 1).

Registration in the CRR can be done online at the CCR web site: <http://www.bpn.gov/ccr>. A CCR Handbook and worksheet can also be reviewed at the web site.

REVIEW CONSIDERATIONS: Applications received under this announcement will be subject to the NIC Review Process.

Proposals which fail to provide sufficient information to allow evaluation under the criteria below may be judged non-responsive and disqualified.

The criteria for the evaluation of each application will be as follows:

Programmatic (40%)

Are all of the project tasks adequately discussed? Is there a

clear statement of how each task will be accomplished, to include the overall project goal(s), major tasks to achieve the goal(s), the strategies to be employed in completing the tasks, required staffing, and other required resources? Are there any approaches, techniques, or design aspects proposed that are new to NIC and will enhance the project?

#### Organizational (35%)

Do the proposed project staff members possess the skills, knowledge, and expertise necessary to complete the tasks listed under the scope of work? Does the applicant organization, group, or individual have the organizational capacity to complete all project tasks? Does the proposal contain project management and staffing plans that are realistic and sufficient to complete the project within the project time frame?

#### Project Management/Administration (25%)

Does the applicant identify reasonable objectives and/or milestones that reflect the key tasks, and measures to track progress? If consultants and/or partnerships are proposed, is there a reasonable justification for their inclusion in the project, and a clear structure to ensure effective coordination? Is the proposed budget realistic, does it provide a sufficient cost detail/narrative, and does it represent good value relative to the anticipated results?

SPECIFIC REQUIREMENTS: Documents or other media that are produced under this award must follow these guidelines: Prior to the preparation of the final draft of any document or other media, the awardee must consult with NIC's Writer/Editor concerning the acceptable formats for manuscript submissions and the technical specifications for electronic media. For all awards in which a document will be a deliverable, the awardee must follow the guidelines listed herein, as well as follow the Guidelines for Preparing and Submitting Manuscripts for Publication as found in the "General Guidelines for Cooperative Agreements," which can be found on our website at [www.nicic.gov/cooperativeagreements](http://www.nicic.gov/cooperativeagreements).

All final documents and other materials submitted under this project must meet the federal government's requirement for Section 508 accessibility, including those provisions outlined in 1194 Subpart B, Technical Provisions, Subpart C, Functional Performance Criteria; and Subpart D, Documentation and Support, NIC's government product accessibility template (see [www.nicic.gov/section508](http://www.nicic.gov/section508)) outlines the agency's minimum criteria for meeting this requirement; a completed form attesting to the accessibility of project deliverables should accompany all submissions.

The Catalog of Federal Domestic Assistance (CFDA) should be entered into box 10 of the SF 424. The CFDA number for this solicitation is 16.601, Training and Staff Development. You are not subject to Executive Order 12372 and should check box b under section 16.

Robert Brown, Jr.

Acting Director, National Institute of Corrections