



**GSA SCHEDULE  
Brochure and Price List**

**MANAGEMENT,  
ORGANIZATIONAL  
AND BUSINESS IMPROVEMENT SERVICES  
(MOBIS)**

**CONTRACT NUMBER: GS-10F-0221M**

General Services Administration  
Authorized Federal Supply Schedule Price List

Effective: April 1, 2007  
Revised: September 25, 2009

**INDUSTRIAL GROUPS 874-1, 874-2, 874-3, 874-4,  
1RC, 2RC, 3RC,4RC**

**CONTRACT PERIOD: April 1, 2007 to March 31, 2012**

# TABLE OF CONTENTS

|   |    |
|---|----|
| General Contract Information.....                                 | 3  |
| Organizational Background and Capabilities .....                  | 5  |
| Executive Summary.....  | 5  |
| Columbia Resource Group Vision and Values.....                    | 5  |
| CRG Services.....   | 5  |
| CRG Client List .....   | 6  |
| CRG Staff Background.....   | 7  |
| Selected Project Descriptions .....                               | 8  |
| Sin 874: General Description Of Services.....                     | 11 |
| SIN 874-1: Consulting Services .....                              | 11 |
| Sin 874-2: Facilitation Services.....                             | 13 |
| Sin 874-3: Survey Services.....                                   | 14 |
| Sin 874-4: Training Services .....                                | 15 |
| Sin 874-4: Training Services—Description Of Training Courses..... | 17 |
| Price Lists .....   | 25 |
| Pricing: Labor Categories .....                                   | 25 |
| Pricing: Training Programs.....                                   | 26 |
| Pricing: Webinar Training Programs.....                           | 28 |

MANAGEMENT, ORGANIZATIONAL AND BUSINESS IMPROVEMENT SERVICES

Industrial Group 874

Contract Period: April 1, 2007 to March 31, 2012

## General Contract Information

Contract Management and Administration      Carole Lyles Shaw  
President  
Columbia Resource Group  
5430 Lynx Lane #337  
Columbia MD 21044

Phone: 410.992.7050  
Fax: 443-927-7359  
Email: carole @lyles.net  
CRGInfo@ earthlink.net

Business Size:                      Small Business; Woman-Owned Business

Contract Number:                  GS-10-F-0221M

Special Item Numbers              Sin 874-1 Consulting Services  
Sin 874-2 Facilitation Services  
Sin 874-3 Survey Services  
Sin 874-4 Training Services

Maximum Order Limitation              \$1,000,000

Minimum Order:                      \$300.00

Geographic coverage:              The Columbia Resource Group will provide services under this contract in the 48 contiguous states and the District of Columbia.

Point(s) of Production              Columbia MD

Discount/Pricing:                  Prices shown are net prices and included all applicable discounts.

Quantity/Volume                      Please contact Vendor.

Discounts:

Prompt Payment                      Net 30 days. 1% for 15 days payment

Government Commercial Credit Cards      Columbia Resource Group will accept Visa, MasterCard and American Express government commercial credit cards for all purchases in any amount with no additional discount.

Foreign Items                          Not Applicable

Time of Delivery                      Columbia Resource Group will adhere to the delivery schedule as specified by the customer/agency purchase order.

Expedited Delivery                  Please contact Vendor Contract Administration for expedited delivery.

Overnight and 2-day Delivery              Please contact Vendor Contract Administration for overnight and 2-day delivery.

Urgent Requirements Please contact Vendor Contract Administration for urgent requirements.

F.O.B. Points Destination

Ordering Address: Columbia Resource Group  
5430 Lynx Lane #337  
Columbia MD 21044  
  
Phone: 410.992.7050  
Fax: 443-927-7359  
Email: carole @lyles.net  
CRGInfo@ earthlink.net

Payment Address Columbia Resource Group  
5430 Lynx Lane #337  
Columbia MD 21044  
  
Phone: 410.992.7050  
Fax: 443-927-7359  
Email: carole @lyles.net  
CRGInfo@ earthlink.net

Warranty Provision Contractor warrants and implies that the items delivered under this contract are merchantable and fit for the particular purpose described in this contract.

Terms and Conditions of Government Purchase Card Acceptance (any threshold above the micropurchase level):  
N/A

Year 2000 Compliant Yes

DUNS Number 129950358

Central Contractor Registration Database Registered in CCR

# Organizational Background and Capabilities

## Executive Summary

The Columbia Resource Group [CRG] is a management consulting and training company providing a full range of services to clients in the commercial, government and not-for-profit sectors.

## Columbia Resource Group Vision and Values

**Our Vision:** The fundamental purpose of the Columbia Resource Group is to serve our clients with the most innovative and pragmatic approaches to achieving organizational and individual excellence. Working closely with our clients, we can help develop short and long range approaches to maximizing the full capabilities and potential of all members of the organization.

**Our Values:** We believe that the success of the client/consultant relationship is founded on openness, collaboration, accountability, trust, creativity and communication.

## CRG Services

Columbia Resource Group has established a solid reputation in conducting organization development and training interventions at the individual, group and system level. Our consultants have conducted interventions that encompass many areas of consulting and training and we frequently find that projects require application of a variety of approaches to help the client achieve organizational goals.

Our projects have included:

- ❖ Leadership Development and Management Training
- ❖ Teambuilding
- ❖ Individual and Group Skills Training
- ❖ Executive Teambuilding
- ❖ Executive Coaching
- ❖ Retreat Planning and Facilitation
- ❖ Organizational Assessments (including team assessments and climate surveys)
- ❖ Change Management Consulting
- ❖ Individual and Group Skills Training

## **CRG Client List**

Our consultants have conducted a wide range of training and consulting projects for client organizations. A partial list of CRG clients include:

### **FEDERAL SECTOR**

- ❖ Department of Commerce
- ❖ Social Security Administration
- ❖ NASA Goddard Space Flight Center
- ❖ Space Telescope Science Institute

### **LOCAL GOVERNMENT/INDEPENDENT AUTHORITY**

- ❖ Montgomery College
- ❖ District of Columbia Government: Center for Workforce Development and the Neighborhood Services Initiative
- ❖ DC Water and Sewer Authority (DCWASA)
- ❖ Baltimore City Public Schools
- ❖ Washington Suburban Sanitary Commission (WSSC)

### **PRIVATE SECTOR/NONPROFIT**

- ❖ Luminex Corporation
- ❖ Pearson plc
- ❖ Deutsche Bank
- ❖ The World Bank
- ❖ PHI/PEPCO
- ❖ The Hospital For Sick Children (Washington DC)
- ❖ AED—Academy for Educational Excellence

## **CRG Staff Background**

The Columbia Resource Group uses a core cadre of Senior Consultants, Coaches and Facilitators to support all tasks awarded. These Consultants have long term, multi-year relationships with CRG and its principals through client work and other professional associations.

CRG staff have many years of experience in designing, conducting and facilitating training and consulting projects in government, non-profit and private sector organizations as external or internal consultants. All have direct experience conducting highly facilitated OD interventions in challenging environments. Their facilitation skills provide opportunities to use “in-the-moment” learning opportunities to move change processes forward.

In addition, several of our consultants teach organization development and leadership courses in graduate programs for American University, Georgetown University and Johns Hopkins University. All of the consultants hold at least a bachelor’s degree and many hold either a masters, advanced graduate work, and/or professional development (such as NTL or Gestalt training)..

## Selected Project Descriptions

The Columbia Resource Group has been involved in many types of organization development, human resource management and training initiatives for public and private sector clients. Short descriptions of selected projects follow:

### ❑ Strategic, Business and Action Planning--Balanced Scorecard Consulting

- Division of a Federal Agency: CRG was awarded a contract to facilitate balanced scorecard development and implementation leading to an effective performance management system. We consulted with the senior leaders on understanding how strategic thinking in a disciplined balanced scorecard framework is developed and cascaded down through an organization, leading at the end to a set of strategic elements that are the building blocks of a strategic management system and a tightly aligned strategic plan. After completing an organizational assessment, we facilitated executive sessions to develop the scorecard. Starting with mission and vision, the strategic components of the management system were developed to link to each other logically. We then facilitated the development and implementation of performance measures and strategic initiatives.

### ❑ Leadership Development, and Executive Coaching

- NASA Goddard Space Flight Center: CRG won a two year contract from the Goddard Space Flight Center (NASA) for consulting and facilitation services in support of a newly launched leadership development program for high potential early and mid career scientists, engineers, professionals and managers. CRG was selected through a highly competitive bidding process. Key services under this contract include (1) design and facilitation of a two year long program of cohort workshops; (2) individual and team coaching; (3) ongoing consulting on program design, evaluation and program integration for the program director, executive sponsors and internal project management team.

### ❑ Retreat Planning and Facilitation/Change Management

- CRG was contracted by a \$100 million non-profit to design and facilitate a series of executive and management retreats that would support **organizational change**. CRG conducted a preliminary interview and focus group process for **problem identification** and then proposed a series of initiatives including retreats, coaching and structural change. The executive team and management team retreats were designed to build consensus and commitment to the Vision, strategy and culture change. In addition, key leadership skills were identified that would be incorporated in skill building activities in the retreat sessions.
- CRG has been contracted by large, multinational work teams in the World Bank to design and facilitate annual retreats. These retreats were designed to address on-going interpersonal and cross-functional conflicts. Participants engaged in a series of

open dialogues and created individual and group action plans to address critical issues.

❑ **Teambuilding and Facilitation**

- CRG was contracted by the Office of Neighborhood Services, Executive Office of the Mayor of Washington DC to design and facilitate a two day retreat for eight cross-functional/cross agency teams (over 200 people). These teams are part of a long-term **organizational change** process of changing the way that government services are delivered to targeted areas throughout the city. During these retreats, the teams identified **conflict issues**, critical performance measures for project success, created communications processes and assessed their performance using the model of a high performing team. In addition, the team leaders assessed their own performance and using feedback and coaching provided by CRG facilitators, began the process of using more empowering team leadership skills. This retreat was a critical event with multiple goals that include orienting new members; enrolling/re-energizing team members in supporting the vision of this initiative; critical skills development; action planning and teambuilding. CRG was awarded this contract two years in a row.

❑ **Culture Change: Organizational Surveys and Communications Projects**

- CRG designed and implemented an organizational survey for a local health care organization. Survey results were analyzed, and CRG consultants designed and facilitated a large group planning process with a cross-section of employees. Recommendations to the organization were adopted and supported a successful grant application for the organization to implement a number of new human resource initiatives in training, facilities improvements and an executive communications program.

❑ **Culture Change: Organization Surveys and Organization-Wide Teambuilding**

- CRG (as a key subcontractor to Common Ground Consulting Inc.) provided consulting services in the design and implementation of an organizational survey for a local independent public authority. Survey analysis was used to identify goals and strategies for a major culture change project. CRG consultant continues to provide on-going consulting to the internal OD team on the change process. CRG is providing a senior facilitator who co-designed and co-facilitates a two day teambuilding program for over 1500 employees and managers. This program is designed to support ongoing culture change at this Agency during a turbulent time in its history. The program focuses on skills for conflict resolution at the interpersonal and functional level; communication skills; and creativity and problem solving tools.

**❑ Management Training**

- CRG developed a pilot management development program for two management teams in a local independent authority. This program included individual coaching, management retreats and management development workshops on performance management.
- CRG was contracted by a public research agency to develop a diversity awareness and training program for managers and staff. After conducting a needs assessment, CRG developed two integrated programs—one for all staff focusing on individual accountability, and a second program for managers focusing on their role as change leaders. CRG is also providing coaching and feedback to human resources and senior management on their role in a diverse organization.
- DC Government Agency: CRG was contracted to design and facilitate a series of workshops for management and staff on sexual harassment policy. Evaluations of this program cited its relevance and the value of the dialogue between employees.

**❑ Executive Coaching Program Management and Evaluation**

- CRG consultant conducted a nine month project for the International Finance Corporation to manage and review a leadership development initiative (executive coaching). The consultant conducted program benchmarking for best practices, made recommendations for program change, sourced coaching firms to deliver services, oriented new coaches and conducted a preliminary evaluation of program effectiveness.
- Federal Agency: CRG partnered with Common Ground Consulting Services to win a contract to provide individual executive coaching in a pilot project. CRG also conducted a program evaluation of this pilot effort.

## Sin 874: General Description Of Services

### SIN 874-1: Consulting Services

The Columbia Resource Group can provide expert advice, assistance, guidance or counseling in support of agencies' management, organizational and business improvement efforts. This may also include studies, analyses and reports documenting any proposed developmental, consultative or implementation efforts. Examples of consulting services to be provided in each service area include, but are not limited to:

**Service: Strategic, Business and Action Planning.** Consulting services include acquiring an understanding of general agency strategic objectives, regulatory requirements, interviewing key stakeholders, planning and facilitating planning meetings, assisting in development of implementation plans, preparation of draft and final reports and supporting communications planning.

**Service: Facilitating High Performance Work.** Consulting services include conducting team assessments through surveys, interviews and observations; planning and conducting team and group retreats; skills training (such as meeting management, performance planning, goal setting, feedback and conflict management skills); conducting conflict resolution meetings; providing process consultation to teams and team leaders; coaching groups and individuals.

**Service: Leadership Systems.** Consulting services include conducting needs assessment, instructional design and facilitation of leadership training sessions; consulting to management on supporting systems such as rewards and recognition; design and development of competency based succession planning and performance management processes and systems.

**Service: Performance Measures and Indicators.** Consulting services include review of current systems and processes; developing competency models based on organizational goals, work outcomes and other factors; developing management and individual training on use of performance measures; developing performance management systems and processes.

**Service: Process and Productivity Improvement** Consulting services include conducting assessment of organizational outcomes and goals, regulatory requirements; conducting stakeholder/client needs assessments; process mapping; facilitation of process improvement teams; consulting on communications processes; skills and competency assessments; program evaluation and management, team and individual coaching.

**Service: Organizational Assessments.** Consulting services include design and development of paper, electronic and interview survey instruments [qualitative and quantitative]; focus groups; design and facilitation of large group action planning sessions; design and facilitation of results feedback sessions; management coaching on feedback and action planning;

**Service: Program Audits and Evaluations.** Consulting services include design and development of paper, electronic and interview survey instruments [qualitative and quantitative]; focus groups; review of program goals and planned outcomes; review of sample work products; preparation of reports and conducting feedback sessions.

**CONSULTING MODEL:** The fundamental model used in many of the consulting interventions will be **action learning**. Each activity will be jointly planned, implemented and evaluated with attention paid to the identification of core business, group and individual issues.

Action learning is always based on gathering sound, complete and valid data. However, it also requires flexibility, responsiveness and the willingness to make decisions and take action quickly in the face of less than complete information. Our staff will work in a collaborative, consultative way so that needed skills are transferred to the staff and line managers involved in any OD project or training program. The contracting process is also organic or fluid—in other words, we recognize that our shared understanding of what is needed may change as the project unfolds.

## **Sin 874-2: Facilitation Services**

Columbia Resource Group can provide facilitation and related decision support services to agencies engaging in collaboration efforts, working groups, or integrated product, process, or self-directed teams. Agencies bringing together diverse teams and/or groups with common and divergent interests may require a neutral party to assist them in:

### **DESCRIPTION OF SERVICES (SUMMARY):**

- the use of problem solving techniques
- resolving disputes, disagreements, and divergent views
- providing a draft for the permanent record
- defining and refining the agenda
- logistical meeting/conference support when performing technical facilitation
- recording discussion content and focusing decision-making
- debriefing and overall meeting planning
- convening and leading large and small group briefings and discussions
- preparing draft and final reports for dissemination

### **APPROACH TO THE ABOVE FACILITATION SERVICES:**

Team or group facilitation must focus on the needs of the client system. Our interventions start with clear contracting on the desired results. This means that we work to create a sound agreement with each client around needs, desired outcomes, success measures, key issues, roles and other areas pertinent to the project. The contracting process is also organic or fluid—in other words, we recognize that our shared understanding of what is needed may change as the project unfolds.

After contracting with the key managers/team leaders, we usually meet with the team itself (or representative members) to assess needs and desired outcomes. We conduct this data gathering through interviews, meetings, by email and other methods. Finally, based on the data gathered, we will create a draft design and present it for review and discussion.

## Sin 874-3: Survey Services

The Columbia Resource Group can provide expert consultation, assistance, and deliverables associated with all aspects of surveying within the context of MOBIS. CRG consultants will assist with, and/or perform all phases of the survey process to include, but not limited to:

### SUMMARY OF SERVICES

- planning survey design
- defining and refining the agenda
- determining proper survey data collection methodology
- sampling; survey development
- survey database administration
- administering surveys using various types of data collection methods
- pretest/pilot surveying
- assessing reliability and validity of data
- analyses of quantitative and qualitative survey data

**Production of reports** to include, but is not limited to: description and summary of results with associated graphs, charts, and tables; description of data collection and survey administration methods; discussion of sample characteristics and the representative nature of data; analysis of non-response; and briefings of results to include discussion of recommendations and potential follow-up actions

### DESCRIPTION OF APPROACH

To ensure that the survey information is gathered in a scientifically accurate, valid, and reliable manner, we use strategies emphasizing a multi-faceted approach with coherent and workable relationships among measurement components. These components include qualitative and quantitative data gathering and analysis techniques. Data gathering methods will include use of commercial and customized employee surveys and questionnaires; focus groups; interviews; feedback mechanisms built into program or work processes; on-the-job observations; and other tools.

To accommodate varying levels of preference and ability, all surveys and questionnaires can be completed on-line, or using paper and pen. If the ability to read and write in English is an obstacle, we will work with the client to develop alternative survey and questionnaire delivery methods, such as surveys written in a different language, interpreters, or an automated telephone system.

## **Sin 874-4: Training Services: On-site and Webinars**

The Columbia Resource Group can provide off-the-shelf, or customized off-the-shelf training packages under this SIN to meet specific agency needs related to management, organizational and business improvement services, such as, but not limited to:

- customer service; team building
- performance measurement
- business process reengineering
- strategic planning
- process improvement
- performance problem-solving
- change management

Customization of off-the-shelf training may include but is not limited to:

- workbooks
- training manuals
- computer based training
- videotapes
- overhead transparencies
- advanced presentation media

Training programs may be provided on-site or through Webinars.

### **APPROACH TO PROVIDING THE ABOVE SERVICES**

The fundamental model used in our instructional design will be **action learning**. Each activity will be jointly planned, implemented and evaluated with attention paid to the identification of core business, group and individual issues.

We take a collaborative approach to curriculum design. Our clients are invited to be part of each stage of the process. We do this through meetings with internal contacts, reviewing existing materials (such as needs assessments) and continuous dialogue as the process moves forward. One of our goals is to ensure that our training is integrated with other organizational initiatives.

We identify useful and practical models and theories which serve as the framework for the training. The desired behavioral outcomes are aligned with the models. Using this framework, our instructional designer then creates an integrated curriculum that introduces the material in a practical context. The participants move quickly from cognitive learning to skill practice in the session. Whenever possible, we incorporate activities that require participants to work on real-life problems from their own workplace.

We develop our case studies, role plays and other learning activities so that they are based on the culture, processes and challenges found in the client organization. This customization goes beyond

simply using the correct terminology. We work with the client to make sure that the practice situations and materials reflect the day-to-day reality of the participants.

Our sessions are developed using adult learning theory to build an empowered learning community. Some of these techniques include:

We will use standard “best practices” in adult learning including, but not limited to:

- ❖ **Learning Style Variation:** We will accommodate different methods of learning and vary delivery mode (lecturette, reading, journaling, hands on experience, observation, skill practice, analysis and reflection, group and individual settings, etc.)
- ❖ **Pragmatic Application:** Multiple opportunities for participants to create action plans describing how and when the skills and tools will be used.
- ❖ **Behavioral Focus:** Values and concepts such as integrity, trust, concern, leadership and courage are grounded in descriptive behavioral models that are concrete. Participants will practice using these skills and then draw the link between the behavior, the concept and organizational results.
- ❖ **Feedback:** Participants will continuously give each other feedback that is direct and supportive. In addition, participants will have the opportunity to practice self-assessment and other tools that allow for self-correction in the moment.

## **Sin 874-4: Training Services—Description Of Training Courses and Webinars**

### **Management Development**

**Introduction to Coaching Skills for Managers and Team Leaders. MGMT 110** (1 Day) This course is designed to instruct participants in the core coaching skills and tools used by managers and team leaders. Participants will learn a basic coaching conversation model, review key coaching applications (high performer, low performer, etc.) and learn how to focus the coaching on productivity and performance improvement. Participants conduct role plays and receive feedback from peers.

**Coaching For Performance and Accountability. MGMT 210.** (2 day ) This course is designed to provide comprehensive instruction coaching and performance management skills and tools used by managers and team leaders. Participants will learn a basic coaching conversation model; an advanced reflective listening model based on emotional intelligence competencies; review key coaching applications (high performer, low performer, etc.) and learn how to focus the coaching on productivity and performance improvement. Participants will conduct several structured role plays and prepare for an actual coaching session using a situation from their workplace. Participants receive feedback from peers. Two hours of follow up telephone coaching sessions are provided for participants.

**Introduction to Emotional Intelligence for Leaders and Managers. MGMT 120.** (1/2 day) This course is designed to provide an overview of the importance of emotional intelligence as a competency that managers can use to motivate and build effective work relationships. Participants will conduct a self-assessment of their EI knowledge and practice a self-awareness and communication skill.

**Emotional Intelligence for Leaders and Managers—Workshop and Assessment . MGMT 125.** (2 days) This course is designed to provide an overview of the importance of emotional intelligence as a competency that managers can use to motivate and build effective work relationships. Participants will participate in a 360° EI Assessment, participate in an introduction seminar and receive their assessment results. Participants will also create an action plan and receive three hours of individual telephone coaching.

**Managing Customer Service (MGT320)** 1 day This course is designed to assist managers in establishing the climate, structure and systems that support delivery of quality customer service. Topics include tools for analyzing the supports and barriers for customer service in their unit; assessing internal and external customer expectations; creating, communicating and enforcing customer service performance standards; creating an accountability based environment; and managing change as customer needs and expectations evolve. Learning activities include role plays and case studies, peer feedback, personal case studies and action planning.

**Managing Diversity (Mgt 310)** 1 day In this workshop, participants will examine the role of the manager/supervisor in creating an inclusive high performance workplace. Participants will review a contemporary model for diversity and acquire an understanding of inclusivity and the standard and emerging dimensions of diversity. Other topics include an appreciative dialogue in which participants explore how their past impacts the assumptions and beliefs that they have about differences. Participants will also review basic management tools and processes to effectively manage diversity and performance. Learning activities include role plays and case studies, peer feedback, personal case studies and action planning.

**Project Management for Team Leaders and Managers (MGMT 340)** (2 days) This course is designed to provide an introduction to the basic principles and tools for effective project management. Topics covered include defining the project goals and outcomes; implementation strategies; planning tools for effective resource identification and allocation; time planning tools (PERT, GANTT); and project effectiveness evaluation. In addition, participants will review team structures and roles, determining project team competencies and related staffing topics.

**Planning and Conducting Effective Performance Evaluations (MGMT 130)** 2 days. This course is designed to provide an overview and hands on skill practice on the skills and tools used to plan and conduct effective performance evaluations. Participants will discuss the key stages of the yearly performance cycle; practice how to complete required documentation; and practice how to create measurable goals based on competencies and desired measurable outcomes. Participants will also discuss the shared accountability between manager and staff members for identifying performance issues and achievements; giving and requesting performance feedback and improving performance. Participants will practice role plays and prepare an action plan.

**Management Skills for Emerging and Newly Appointed Supervisors and Managers. (MGMT 140)** 5 days. This course will provide an introduction to the role of management and core management process. Key topics include planning, organizing, motivating, managing change, managing performance, delegation, teambuilding and communication. Participants will receive an introduction to Situational Leadership™ and practice applying this model in role plays and case studies. Participants will create a personal development plan for themselves and an action plan for performance improvement in their units. Learning activities include simulations, self-assessments, peer feedback, case studies, role plays, videos, facilitator feedback and receive 3 telephone coaching sessions during the following sixty days.

## Leadership Development

**Leading and Managing for Accountability and Results in the Public Sector. LDR 110.** (six days scheduled over a six month period) This course is designed to provide intensive instruction in the core leadership and management skills required for successful individual, team and organizational performance. Topics include the role and responsibilities of leaders in organizations; creating a personal vision and values statement for public service and implementing that vision in one's work unit; introduction to leadership models for managing change; managing performance through goals and measurements; creating empowerment and accountability for results; positive politics and creating support and other topics. Participants will conduct self-assessments; receive peer feedback; conduct role plays and skill practices during the sessions. Participants will identify or create an individual leadership project for implementation during the workshop. Participants will receive 3 hours of individual telephone coaching to support implementation of individual action plans.

**Leading Change. (LDR 310)** 2 days This course introduces participants to state of the art models for achieving change in the public and private sector. Participants will review selected classic change models and then apply these models in analyzing what is working and not working in change efforts currently underway in their organizations. Participants will also be introduced to a model for understanding resistance that demonstrates ways to use resistance as one of the forces that can actually support the change effort. Participants will review the core skills and characteristics of effective change leaders and conduct a self-assessment. Instructional techniques include lecture, case studies, role plays and action planning.

## Human Resources Skills

**Coaching Skills for Human Resource Professionals (HR 120)** (6 days over 3 months) This course is designed to improve the coaching skills of human resource professionals. Participants will be introduced to core coaching models and plan how to apply those models to the unique role played by the HR professional as coach and to their own coaching style. Participants will explore the issue of role clarification and role conflict as the HR professional moves from coaching to policy enforcement, for example. Issues of power when coaching senior level managers will also be addressed. Other topics will include emotional intelligence; techniques for fostering coachee accountability; coaching across cultural differences; coaching “in the moment” and other advanced techniques. Participants will receive a model and process for obtaining feedback from coaching clients. Participants will also receive three hours of telephone coaching during the program.

**Consultation Skills for Human Resource and OD Professionals (HR 110)** (3 days) This workshop introduces participants to the core processes for effective internal consulting. During the workshop, participants will review the contracting process through case studies and roles plays. In addition, participants will review issues of power and role clarification for internal consultants. Participants will receive peer and facilitator feedback during the session and create a personal development and action plan.

**Train the Trainer: Introduction to Effective Facilitation of Adult Learning (HR130)** (4 days) This course is designed to introduce non-trainers (managers, team leaders and subject matter experts) to the core skills used to teach adults. The course provides an overview of the key principles of adult learning, a self-assessment against an effective facilitator behavioral model and basic adult learning techniques. Participants will receive hands-on practice in using these tools with peers and receive feedback including a videotape of a presentation.

**Advanced Train the Trainer: Design and Facilitation of Adult Learning (HR135)** (3 days) This course is designed to introduce non-trainers (managers, team leaders and subject matter experts) to basic principles of instructional design. Participants will select a content area, design a short training module, conduct the module and receive feedback including a videotape of their presentation. Familiarity with the fundamentals of adult learning is required through HR 130 or equivalent training or experience.

## Team and Staff Development

**Effective Teams (STAFF110)** 2 days This workshop is designed to introduce participants to the skills and tools used by high performing teams. Topics include identifying and clarifying team objectives, goals, values and outcomes; meeting management and decision making; conflict management; team leadership models and building support through networks with other stakeholders in the organization. Instructional methods include role plays, simulations, team learning games, videos and peer feedback. Especially recommended for intact work teams, this workshop can be conducted in a retreat setting or as a stand alone workshop.

**Diversity in the Workplace (STAFF 140)** 2 day In this workshop, participants will examine the importance of diversity in the public sector workplace, the impact of changing demographics on the workforce and emerging issues and opportunities. Participants will examine their personal diversity paradigms and how those beliefs have helped them become an effective team member. Participants will practice skills that are helpful in dealing with cultural clashes, coping with ambiguity and change and other areas. A personal action plan for future growth and development will be completed.

**Customer Service Skills for Front Line Staff (STAFF 120)** 1 day This course is designed to introduce participants to core skills and competencies for delivering high quality customer service to internal and external customers. Participants begin by identifying the value of customer service to the organization and their personal goals and values. Participants will review critical behaviors such as empathy, problem solving through inquiry, complaint handling and anger management. Learning activities include videos, role plays and case studies, peer feedback and personal case studies.

## **Webinars: Off-the-Shelf**

### **Course #'s and time length:**

- **WebOTS 60 (1 HOUR)**
- **WebOTS 90 (90 minutes)**
- **WebOTS 120 (2 HOURS)**

**Minimum participants per scheduled session: 12**

**Maximum participants per scheduled session: 1,000**

### **Technical Setup:**

Vendor provides toll-free conference call line, and private website with materials used during the Webinar. Agency must provide each participant with a telephone with access to toll free long distance dialing, and a computer with internet access. Each Webinar is interactive, utilizing polling to reinforce and test learning; case studies and question and answer segments. Participants can email questions and comments during the Webinar which will be addressed by facilitators during the session. Reference materials are made available for download by participants following the seminar.

### **Course Content:**

These workshops are designed to introduce participants to the skills and tools needed to enhance productivity, build stronger teams, enhance leadership skills, address legal issues in the workplace and other management and supervisory topics.

Webinar topics available for off-the-shelf purchase include:

- **Team Building:**
  - Tools for Developing and Leading High Performing Teams
  - Conflict Management
- **Diversity**
  - Productivity and Inclusion for Supervisors
  - Diversity and Inclusion
- **Legal Issues**
  - Sexual Harassment Prevention (Supervisors)
  - Sexual Harassment Prevention (Staff)
- **Change Management**
  - Leading Change
  - Handling Resistance to Change
  - Communicating During Change
- **Effective Supervisory Skills**
  - Coaching Skills for Managers
  - Performance Management
  - Effective Performance Reviews
- **Balanced Scorecards for Government**

- Developing and Implementing Balanced Scorecards
- Sustaining Balanced Scorecards

### **Webinars: Customized Topics**

#### **Course #'s and time length:**

- **WebCust 60 (1 HOUR)**
- **WebCust 90 (90 minutes)**
- **WebCust120 (2 HOURS)**

**Minimum participants per scheduled session: 12**

**Maximum participants per scheduled session: 1,000**

#### **Technical Setup:**

Vendor provides toll-free conference call line (domestic U.S. locations only), and private website with viewable materials used during the Webinar. Agency must provide each participant with a telephone with access to toll free long distance dialing (domestic U.S. only), and a computer with internet access. Cost of calls from International locations is not included in the pricing and must be separately negotiated. Each Webinar is interactive, utilizing polling to reinforce and test learning; case studies and question and answer segments. Participants can email questions and comments during the Webinar which will be addressed by facilitators during the session. Reference materials are made available for download by participants following the seminar.

#### **Description:**

These workshops are designed to introduce participants to the skills and tools needed to enhance productivity, build stronger teams, enhance leadership skills, address legal issues in the workplace and other management and supervisory topics.

All off-the-shelf programs can be **customized** by developing Agency specific case studies, incorporating Agency specific policy and other modifications. Customizable programs include the following topics:

- **Team Building:**
  - Tools for Developing and Leading High Performing Teams
  - Conflict Management
- **Diversity**
  - Productivity and Inclusion for Supervisors
  - Diversity and Inclusion
- **Legal Issues**
  - Sexual Harassment Prevention (Supervisors)
  - Sexual Harassment Prevention (Staff)
- **Change Management**

- Leading Change
- Handling Resistance to Change
- Communicating During Change
- Effective Supervisory Skills
  - Coaching Skills for Managers
  - Performance Management
  - Effective Performance Reviews
- Balanced Scorecards for Government
  - Developing and Implementing Balanced Scorecards
  - Sustaining Balanced Scorecards

# Price Lists

| <b>Columbia Resource Group</b><br><b>Pricing: Labor Categories</b><br><b>MOBIS Contract #GS-10-F-0221M</b><br><b>Effective Dates: April 1, 2007</b> |                        |                     |                     |
|---|------------------------|---------------------|---------------------|
|   |                        | <b>Govt Hourly</b>  | <b>Govt. Daily</b>  |
| <b>SIN</b>  | <b>Labor Category</b>  | <b>Rate Offered</b> | <b>Rate Offered</b> |
| 874-1,2,3   | Principal              | \$ 249.38           | \$ 1,995.00         |
| 874-1,2,3   | Project Manager        | \$ 212.87           | \$ 1,702.93         |
| 874-1,2,3   | Senior Consultant      | \$ 219.45           | \$ 1,755.60         |
| 874-1,2   | Instructional Designer | \$ 186.53           | \$ 1,492.26         |
| 874-1,3   | Survey Designer        | \$ 211.97           | \$ 1,695.75         |
| 874-1,2,3   | Consultant             | \$ 201.37           | \$ 1,610.96         |
| 874-1,2,3   | Facilitator            | \$ 190.77           | \$ 1,526.18         |
| 874-1,2,3   | Project Associate      | \$ 80.42            | \$ 643.39           |
| 874-1,2,3   | Project Assistant      | \$ 41.28            | \$ 330.28           |

[Continued on next page.](#)

| Columbia Resource Group        |   |                        |                         |                   |                   |                        |
|--------------------------------|---|------------------------|-------------------------|-------------------|-------------------|------------------------|
| Pricing: Training Programs     |   |                        |                         |                   |                   |                        |
| MOBIS Contract #GS-10-F-0221M  |   |                        |                         |                   |                   |                        |
| Effective Dates: April 1, 2007 |   |                        |                         |                   |                   |                        |
| Course #                       | TRAINING PROGRAMS/<br>SERVICES (all per person costs)                       | Min #<br>Partic. Price | Max. #<br>Partic. Price | Min. #<br>Partic. | Max. #<br>Partic. | Addtl. Per Person Cost |
| HR 110                         | Consultation Skills for Human Resource and OD Professionals                 | \$10,810.41            | \$11,708.16             | 12                | 18                | \$149.63               |
| HR 120                         | Coaching Skills for Human Resource Professionals                            | \$37,306.50            | \$38,802.75             | 12                | 18                | \$249.38               |
| HR 130                         | Train the Trainer: Introduction to Effective Facilitation of Adult Learning | \$13,057.28            | \$13,955.03             | 9                 | 12                | \$299.25               |
| HR 135                         | Advanced Train the Trainer: Design and Facilitation of Adult Learning       | \$10,665.27            | \$11,142.00             | 9                 | 12                | \$149.63               |
| LDR 110                        | Leading and Managing for Accountability and Results in the Public Sector    | \$47,735.36            | \$49,231.61             | 12                | 18                | \$249.38               |
| LDR 310                        | Leading Change  | \$5,511.19             | \$6,708.19              | 12                | 18                | \$199.50               |
| MGMT 110                       | Introduction to Coaching Skills for Managers and Team Leaders               | \$3,603.47             | \$4,201.97              | 12                | 18                | \$99.75                |
| MGMT 120                       | Introduction to Emotional Intelligence for Leaders and Managers             | \$1,801.73             | \$2,250.61              | 12                | 18                | \$74.81                |
| MGMT 125                       | Emotional Intelligence for Leaders and                                      | \$19,416.34            | \$20,912.59             | 12                | 18                | \$249.38               |

| Columbia Resource Group        |   |                        |                         |                   |                   |                        |
|--------------------------------|---|------------------------|-------------------------|-------------------|-------------------|------------------------|
| Pricing: Training Programs     |   |                        |                         |                   |                   |                        |
| MOBIS Contract #GS-10-F-0221M  |   |                        |                         |                   |                   |                        |
| Effective Dates: April 1, 2007 |   |                        |                         |                   |                   |                        |
| Course #                       | TRAINING PROGRAMS/<br>SERVICES (all per person costs)         | Min #<br>Partic. Price | Max. #<br>Partic. Price | Min. #<br>Partic. | Max. #<br>Partic. | Addtl. Per Person Cost |
|                                | Managers--Workshop and Assessment                             |                        |                         |                   |                   |                        |
| MGMT 130                       | Planning and Conducting Effective Performance Evaluations     | \$5,511.19             | \$6,109.69              | 12                | 18                | \$99.75                |
| MGMT 140                       | Management Skills for Emerging and Newly Appointed Sup.& Mgrs | \$19,882.67            | \$20,780.42             | 12                | 18                | \$149.63               |
| MGMT 210                       | Coaching for Performance and Accountability                   | \$7,206.94             | \$7,805.44              | 12                | 18                | \$99.75                |
| MGMT 310                       | Managing Diversity  | \$3,391.50             | \$3,840.38              | 12                | 18                | \$74.81                |
| MGMT 320                       | Managing Customer Service                                     | \$2,755.59             | \$3,204.47              | 12                | 18                | \$74.81                |
| MGMT 340                       | Project Management for Team Leaders and Managers              | \$5,187.00             | \$6,084.75              | 12                | 18                | \$149.63               |
| STAFF 110                      | Effective Teams   | \$5,187.00             | \$5,860.31              | 9                 | 18                | \$74.81                |
| STAFF 120                      | Customer Service Skills for Front Line Staff                  | \$2,593.50             | \$3,042.38              | 12                | 18                | \$74.81                |
| STAFF 140                      | Diversity in the Workplace                                    | \$4,239.38             | \$4,837.88              | 12                | 18                | \$99.75                |

| Columbia Resource Group<br>MOBIS Contract #GS-10-F-0221M<br>Pricing: Webinar Training Programs<br>Effective Date: July 25, 2007 |   |  |   |  |  |                              |
|---|---|--|---|--|--|------------------------------|
| Course #  | TRAINING PROGRAMS/<br>SERVICES (all per person costs) | Min #<br>Partic. Price<br>Per Webinar<br>Session | Max. #<br>Partic. Price<br>Per Webinar<br>Session | Min. #<br>Partic.<br>Per<br>Webinar<br>Session | Max. #<br>Partic.<br>Per<br>Webinar<br>Session | Addtl. Per<br>Person<br>Cost |
| <b>Customized Webinars **</b>   |   |  |   |  |  |                              |
| <b>WebCust<br/>60</b>   | Customized --One Hour long Webinar                    | \$ 225.00  | \$ 225.00   | 12   | 1,000  | n/a                          |
| <b>WebCust<br/>90</b>   | Customized --90 minute Webinar                        | \$ 275.00  | \$ 275.00   | 12   | 1,000  | n/a                          |
| <b>WebCust<br/>120</b>  | Customized --Two Hour Webinar                         | \$ 350.00  | \$250.00  | 12   | 1,000  | n/a                          |
| <b>Off-The-Shelf Webinars**</b>   |   |  |   |  |  |                              |
| <b>WebOTS<br/>60</b>  | Off-the-Shelf --One Hour long Webinar                 | \$ 175.00  | \$ 175.00   | 12   | 1,000  | n/a                          |
| <b>WebOTS<br/>90</b>  | Off-the-Shelf --90 minute Webinar                     | \$ 225.00  | \$ 225.00   | 12   | 1,000  | n/a                          |
| <b>WebOTS<br/>120</b>   | Off-the-Shelf-- Two Hour Webinar                      | \$ 300.00  | \$300.00  | 12   | 1,000  | n/a                          |

**\*\*Webinar Pricing Note:** Vendor provides toll-free conference call number (domestic U.S. locations only), and private website with viewable materials used during the Webinar. Agency must provide each participant with a telephone with access to toll free long distance dialing (domestic U.S. only), and a computer with internet access. Cost of calls from International locations is not included in the pricing and must be separately negotiated. Cost of calls not directed through toll-free line separately negotiated.