

**General Services Administration**  
**Federal Supply Service**  
Authorized Federal Supply Schedule Price List

**GSA SCHEDULE 874**

Management, Organizational and Business Improvement Services  
(MOBIS)

Industrial Group 874, Industrial Class 8742

**Contract Number:**

**GS-10F-0401S**

For more information on ordering from Federal Supply Schedules click on the FSS  
Schedules button at [fss.gsa.gov](http://fss.gsa.gov).

**Contract Period:**

9/11/2006 - 9/12/2011

**Carr Swanson and Randolph, LLC.**

127 South Fairfax Street

Suite 120

Alexandria, Virginia 22314-3301

(202) 549-4904 Fax: (703) 535-8217

e-mail: [Rrandolph@csradr.com](mailto:Rrandolph@csradr.com)

Robert Randolph, Partner

Website: [www.csradr.com](http://www.csradr.com)

**Business Size:** Small Business

**GSA Advantage™**

<http://www.gsa.gov>

Online access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order is available through *GSA Advantage™*, a menu-driven database system.

The Internet address for *GSA Advantage™* is <http://www.gsa.gov>.

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## Customer Information

**1. Awarded Special Item Number(s):**

- 1a. Table of awarded special item number(s) with appropriate cross-reference to item descriptions and awarded price(s).
- 1b. Lowest priced model number and lowest unit price for the Special Item Number 874. Not Applicable.
- 1c. Descriptions of all hourly rates and corresponding commercial job titles, experience, functional responsibilities and education for those types of employees or subcontractors that provide services is provided herein.

**2. Maximum Order.**

The maximum dollar value per order will be \$1 million pursuant to clause I-FSS-125 (August 1995).

**3. Minimum Order.**

The minimum dollar value of orders to be issued is \$2,500.

**4. Geographic Scope of Contract:**

Domestic and International.

**5. Point(s) of Production (City, County, and State or Foreign Country).**

Not Applicable.

**6. Discount from List Prices (Statement of Net Price).**

Prices Shown Herein are Net Prices.

**7. Quantity Discounts.**

None

**8. Prompt payment terms.**

None

**9a. Notification that Government purchase cards are accepted at or below the micro-purchase threshold.**

**9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold.**

**10. Foreign Items**

Not Applicable

**11a. Time of Delivery.**

Delivery will be as specified in individual task and delivery orders under this Federal Supply Schedule.

**11b. Expedited Delivery.**

Not Applicable

**11c. Overnight and 2-day delivery.**

Not Applicable

**11d. Urgent Requirements.**

Not Applicable

**12. F.O.B. point(s).**

Destination

**13a. Ordering address(es).**

**Mr. Robert Randolph, Partner  
127 South Fairfax Street  
Suite 120  
Alexandria, Virginia 22314-3301  
202-549-4904  
FAX: (703) 535-8217  
e-mail: Rrandolph@csradr.com**

**13b. Ordering procedures: For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3.**

**14. Payment address(es).**

**127 South Fairfax Street  
Suite 120  
Alexandria, Virginia 22314-3301**

**15. Warranty provision.**

The contractor warrants and implies that the items delivered are merchantable and fit for use for the particular purpose described in the contract.

**16. Export packing charges.**

Not Applicable

**Additional Terms and Conditions**

***Travel and Other Direct Costs:***

Travel costs shall be governed by FAR provision 31.205-46.

***Security Requirements:***

Not all Carr Swanson And Randolph personnel who will perform under this contract have security clearances. However, in the event an individual order specifies security clearances, the company will cooperate to obtain the clearances.

**Carr Swanson And Randolph, LLC. (CSR) MOBIS Support Areas**

Labor Categories Offered by Special Item Number (SIN) In support of government agencies' management, organizational, and business improvement efforts, CSR provides the following services reflecting our full capability under the MOBIS schedule.

- SIN 874-1: Consulting Services
- SIN 874-2: Facilitation Services
- SIN 874-3: Survey Services
- SIN 874-4: Training Services
- SIN 874-5: Support Services
- SIN 874-7: Program Integration And Project Management Services

<b>LABOR CATEGORY</b>	<b>874-1</b>	<b>874-2</b>	<b>874-3</b>	<b>874-4</b>	<b>874-5</b>	<b>874-7</b>
Engagement Manager	X	X	X		X	X
Program Manager	X	X	X		X	X
Lead Consultant	X	X	X		X	X
Principal Consultant	X	X	X		X	X
Senior Consultant	X	X	X		X	X
Consultant	X	X	X		X	X
Project Support Analyst	X	X	X		X	X
Legal Consultant I	X	X	X		X	X
Legal Consultant II	X	X	X		X	X
Arbitrator - 3rd Party Neutral	X	X	X		X	X
Mediator - 3rd Party Neutral	X	X	X		X	X
Facilitator - 3rd Party Neutral	X	X	X		X	X
Partnering Facilitator	X	X	X		X	X

## SIN 874-1. Consultation Services

Carr Swanson And Randolph consultants are trained and experienced professionals who provide expert advice, assistance, guidance, and counseling in support of government agencies' management, organizational, and business improvement efforts. CSR's consulting model is one in which we partner with our clients to address their unique challenges with new and innovative solutions. We tailor our services and products to help our clients realize measurable improvements in processes, productivity, and customer satisfaction. Our model also combines the functional expertise of the government agency with the consultant's analytical and behavioral science skills to fashion a new view of the organization, and then to design and implement business systems to meet that view. These joint client/CSR focus on processes as a framework for understanding management issues and identifying solutions to these issues.

### Consultation Services Price List

Labor Category	Government Hourly Rate
Engagement Manager	\$358.92
Program Manager	\$239.79
Lead Consultant	\$226.69
Principal Consultant	\$185.38
Senior Consultant	\$179.46
Consultant	\$143.57
Project Support Analyst	\$71.78
Legal Consultant I	\$239.28
Legal Consultant II	\$191.43
Arbitrator - 3rd Party Neutral	\$233.74
Mediator - 3rd Party Neutral	\$239.28
Facilitator - 3rd Party Neutral	\$226.69
Partnering Facilitator	\$315.35

*Total price for consulting services will be established at the time the task/delivery order is placed and will be based on the prices offered herein. The estimated number of hours negotiated with the ordering agency and the labor category(s) provided will be shown on the resultant task/delivery order.*

**NOTE:** *It is required that consulting services for senior management of an agency be conducted by senior level consultants.*

## SIN 874-2. Facilitation Services

Carr Swanson And Randolph has extensive experience in facilitation and related decision-support services. We have a proven record in supporting collaboration efforts, working groups, and self-directed teams. We build and facilitate cross-functional teams designed to optimize the talents, experience, and organizational knowledge of each team member. Wherever the location of the project on the change continuum or the organization chart, Carr Swanson And Randolph has the skills to provide organizational facilitation support to government agencies.

### Facilitation Services Price List

Labor Category	Government Hourly Rate
Engagement Manager	\$358.92
Program Manager	\$239.79
Lead Consultant	\$226.69
Principal Consultant	\$185.38
Senior Consultant	\$179.46
Consultant	\$143.57
Project Support Analyst	\$71.78
Legal Consultant I	\$239.28
Legal Consultant II	\$191.43
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Mediator - 3rd Party Neutral	\$239.28
Facilitator - 3rd Party Neutral	\$226.69
Partnering Facilitator	\$315.35

*Total price for consulting services will be established at the time the task/delivery order is placed and will be based on the prices offered herein. The estimated number of hours negotiated with the ordering agency and the labor category(s) provided will be shown on the resultant task/delivery order.*

**NOTE:** *It is required that consulting services for senior management of an agency be conducted by senior level consultants.*

### SIN 874-3. Survey Services

Carr Swanson And Randolph methodologies for gathering information will provide MOBIS customers with exceptional reporting and analysis. We have developed state-of-the-art data collection techniques and standard formats for questionnaires, interviews (face-to-face and telephone), group surveys, customer and employee surveys, and focus groups. We are prepared to tailor the instruments and techniques to meet a particular government agency's needs.

#### Survey Services Price List

<b>Labor Category</b>	<b>Government Hourly Rate</b>
Engagement Manager	\$358.92
Program Manager	\$239.79
Lead Consultant	\$226.69
Principal Consultant	\$185.38
Senior Consultant	\$179.46
Consultant	\$143.57
Project Support Analyst	\$71.78
Legal Consultant I	\$239.28
Legal Consultant II	\$191.43
Arbitrator - 3rd Party Neutral	\$233.74
Mediator - 3rd Party Neutral	\$239.28
Facilitator - 3rd Party Neutral	\$226.69
Partnering Facilitator	\$315.35

*Total price for consulting services will be established at the time the task/delivery order is placed and will be based on the prices offered herein. The estimated number of hours negotiated with the ordering agency and the labor category(s) provided will be shown on the resultant task/delivery order.*

**NOTE:** *It is required that consulting services for senior management of an agency be conducted by senior level consultants.*

SIN 874-4 Training Services

Training Course Descriptions and Pricing

<b>Course</b>	<i>Length</i>	<b>Min/Max # of Students</b>	<b>Description</b>	<b>Commercial Price</b>
<b>A. Alternative Dispute Resolution Courses</b>				
1. Introduction to Alternative Dispute Resolution	2 days	8-24	Provides an in-depth analysis of ADR, the methods used by ADR practitioners in resolving disputes and the ways ADR can benefit them in resolving problems and disputes in a timely and cost-effective manner.	<b>\$ 6891.30</b>
2. Alternative Dispute Resolution Systems Design	2 days	8-24	Gives agencies and organizations the tools to design, develop and implement ADR processes and strategies for the effective resolution of problems and disputes arising out of workplace, personnel, environmental, and procurement activities.	<b>\$ 6891.30</b>
3. Mediation Skills and Practice	5 days	8-24	This course includes an understanding of the process of mediation and the role of the mediator in resolving disputes, practice in the stages of mediation through role plays with experienced mediators as coaches, and skills development in communication tools,	<b>\$ 17,228.25</b>

			managing intense emotions, and handling impasses.	
4. Advanced Mediation Skills	3 days	8-24	Topics include: Communication Styles, Comparison of Facilitative, Evaluative, and Transformative Mediation Models, Dealing with Values, Handling Difficult People, Working with Attorney Representatives, Ethics, Commercial Mediation, Personality Identification and Impact, Cultural Influences, Moving Parties from Positions to Interests, and Preparation of Mediation Forms and Agreements.	<b>\$10,336.95</b>
5. Conflict Management	5 days	8-24	This valuable course provides in-depth analysis and a comprehensive survey of conflict management from prevention to resolution. The curriculum offers the participants instruction in: conflict management theory and practical conflict management skills and techniques.	<b>\$ 17,228.25</b>
6. Introduction to Partnering	2 days	8-24	This introduction to the partnering course offers: instruction in Stakeholder Identification, Workshop Planning, Organizational Design, Vision Alignment, Common Goals, Team Dynamics, Sources of Conflict, Action Plans to Overcome Conflict, Building Issue Resolution Ladders, Charter Drafting, Implementation Strategy, and Designing Follow-Up Sessions for Evaluation.	<b>\$ 6,891.30</b>
7. Convening and Facilitating Negotiated Rule-Making.	2 days	8-24	This two day course specifically looks at how multi-party public policy disputes are convened and facilitated through the Regulatory-Negotiations process and similar processes. After taking this course, participants will be able to better understand and navigate the complexities of convening, facilitating and resolving public policy disputes involving the federal government	<b>\$ 6,891.30</b>
<b>B. Mediation Courses</b>				
1. Mediation Skills and Practice	5 days	8-24	This course includes an understanding of the process of mediation and the role of the mediator in resolving disputes, practice in the stages of mediation through role plays with experienced mediators as coaches, and skills development in communication tools, managing intense emotions, and handling impasses.	<b>\$ 17,228.25</b>
2. Advanced Mediation Skills	3 days	8-24	This is a course in advanced mediation skills and strategies for experienced mediators which offers participants significant	<b>\$ 10, 336.95</b>

			opportunities for enhancing their mediation skills. Topics include: Communication Styles, Comparison of Facilitative, Evaluative, and Transformative Mediation Models, Dealing with Values, Handling Difficult People, Working with Attorney Representatives, Ethics, Commercial Mediation, Personality Identification and Impact, Cultural Influences, Moving Parties from Positions to Interests, and Preparation of Mediation Forms and Agreements.	
3.Managers in Mediation	1 day	8-24	This course is designed to provide managers with fundamental knowledge and skills concerning the mediation concepts, mediation process, and mediation benefits.	<b>\$ 3,445.65</b>
4.Mediation Bloopers and Blunders	1 day	8-24	This one day workshop examines common mediator mistakes and ways to correct them. This course will provide participants with the tools to prevent mistakes in mediation prior to their occurrence or ways to quickly recover from them once they have been made	<b>\$ 3,445.65</b>
5.Mediation: Snipers, Tanks and whiners: Dealing with Difficult people in Mediation	2 days	8-24	This two day workshop focuses on two issues commonly faced by mediators – facilitating discussions on sensitive issues and effectively diffusing and redirecting difficult behaviors. After taking this course, students will better understand the roots of stressful behaviors in mediation and effectively diffuse and manage those behaviors, as well as successfully bring closure to conversations on difficult and emotional topics.	<b>\$ 6891.30</b>
6.Convening and Facilitating Negotiated Rulemaking	2 days	8-24	This two day course specifically looks at how multi-party public policy disputes are convened and facilitated through the Regulatory-Negotiations process and similar processes. After taking this course, participants will be able to better understand and navigate the complexities of convening, facilitating and resolving public policy disputes involving the federal government	<b>\$ 6,891.30</b>
7. Dealing with Attorneys in Mediation	1 day	8-24	In this course, mediators and managers will develop a deeper understanding of the legal culture, the attorney’s interest at the table and techniques for managing a mediation and resolving a dispute where the parties are represented by attorneys.	<b>\$ 3,445.65</b>
8.Representing Parties in Mediation	1 day	8-24	ADR, principally mediation, is increasingly being used by organizations to resolve disputes in the workplace, as well as in the courts. Representatives, using traditional adversarial and trial advocacy skills, may	<b>\$ 3,445.65</b>

			find that these skills are inappropriate, if not counter-productive. Participants taking this course will examine the pitfalls inherent in using an adversarial approach to representing clients in mediation and learn an approach that is more conducive to achieving agreements and win-win outcomes.	
9. Mediation of Federal Workplace Disputes	3 days	8-24	The course will focus on EEO, grievance and collective bargaining disputes within a federal context. Instructors will use case studies, role plays drawn from their extensive experience in mediating these issues in the federal government.	<b>\$ 10,336.95</b>
10. Mediation “Practicum”	1 day	8-24	The Practicum” is designed around three role plays constructed to reflect, as closely as possible, an actual mediation case. Over the course of the day, each of the participants will be given the opportunity to conduct a mediation from start to finish, modeling the practice of mediator skills in highly realistic factual settings designed to approximate the “look and feel” of an actual mediation and will receive expert coaching, evaluation and feedback from CSR’s experienced trainers.	<b>\$ 4,594.20</b>

**C. FACILITATION SKILLS COURSES**

1. Introduction to Partnering	2 days	8-24	This introduction to the partnering course offers: instruction in Stakeholder Identification, Workshop Planning, Organizational Design, Vision Alignment, Common Goals, Team Dynamics, Sources of Conflict, Action Plans to Overcome Conflict, Building Issue Resolution Ladders, Charter Drafting, Implementation Strategy, and Designing Follow-Up Sessions for Evaluation.	<b>\$ 6,891.30</b>
2. Facilitation— Snipers, Tanks and Whiners: Dealing with Difficult People in Facilitation	2 days	8-24	This two day workshop focuses on two issues commonly faced by facilitators – facilitating discussions on sensitive issues and effectively diffusing and redirecting difficult behaviors. We will provide numerous tools, tips, tactics and strategies for helping parties with diverse personality styles engage one another more effectively. After taking this course, students will better understand the roots of stressful behaviors in facilitation and mediation and effectively diffuse and manage those behaviors, as well as successfully bring closure to conversations on difficult and emotional topics	<b>\$ 6,891.30</b>

3. Convening and Facilitating Negotiated Rulemaking	2 days	8-24	This two day course specifically looks at how multi-party public policy disputes are convened and facilitated through the Regulatory-Negotiations process and similar processes. After taking this course, participants will be able to better understand and navigate the complexities of convening, facilitating and resolving public policy disputes involving the federal government	<b>\$ 6,891.30</b>
4. Facilitation and Building Consensus	2 days	8-24	Consider the hours spent in meetings – and how many hours are lost when meetings are not carefully constructed and directed. In this course you will learn vital skills and practice the techniques and skills necessary to professionally structure, facilitate and build consensus within meetings, conferences and multi-party decision making groups.	<b>\$ 6,891.30</b>

#### **D. NEGOTIATIONS COURSES**

1. Effective Negotiations Skills	3 days	8-24	This skill building course uses a variety of practice exercises and role plays to enhance your ability to negotiate effectively. Course topics include: the Process of Negotiations, Understanding Conflict, Negotiation Strategies, Positional and Interest-Based Bargaining, Communications, Active Listening, Dealing with Difficult People, Identification of Individual Working Styles and Their Impact on Negotiations, Delivering Feedback, Creative Problem Solving Techniques, Cultural Influences, Principles for Deal-Making and Management, and Team Negotiation Dynamics.	<b>\$10,336.95</b>
2. Negotiations— Snipers, Tanks and Whiners: Dealing with Difficult Conversations and Behaviors	2 days	8-24	This course will provide numerous tools, tips, tactics and strategies for helping negotiators engage with a wide variety of personality styles. After taking this course, students will better understand the roots of stressful behaviors in negotiation and effectively diffuse and manage those behaviors, as well as successfully bring closure to negotiations on difficult and emotional topics	<b>\$ 6,891.30</b>
3. Negotiating with different personalities inside and outside the organization	Half day	8-24	Students will take an emotional intelligence assessment that tests for predominate working style characteristics such as leadership capacity/assertiveness, analytic capabilities, altruistic outlook, expressiveness and organizational alignment. After taking	<b>\$ 1,435.69</b>

			this course, students will have a greater capacity to deal with difficult behaviors, and engage in critical conversations and negotiate with individuals who have different working and negotiations styles.	
4.Styles of Persuasion	Half day	8-24	This training enables negotiators to recognize their own approaches to processing information and making decisions, to identify others' approaches, and to effectively translate information into terms that effectively persuade and convince others, using the InQ, an instrument which identifies five thinking styles: synthesist, idealist, pragmatist, realist, and analyst. Participants will understand how these styles function in negotiation and identify specific strategies to influence and persuade across these styles.	<b>\$ 1914.25</b>
<b>E. LEADERSHIP AND SUPERVISORY SKILLS COURSES</b>				
1.Conflict Management	5 days	8-24	This course provides managers and leaders with an in-depth analysis and a comprehensive survey of conflict management from prevention to resolution. Upon completion of the course, participants will have gained valuable skills in conflict management theory and practical conflict management skills and techniques.	<b>\$ 17,228.25</b>
2.Effective Negotiations Skills	3 days	8-24	Good negotiation skills are essential to leadership and managerial success in any organization or agency. This skill building course uses a variety of practice exercises and role plays to enhance the ability of leaders, managers and supervisors to negotiate effectively.	<b>\$ 10,336.95</b>
3.Managers in Mediation	1 day	8-24	This course is designed to provide managers with a fundamental knowledge and skills concerning mediation concepts, mediation process, and mediation benefits. The curriculum includes instruction in: the ADR Continuum, the Mediation Process, the Role of the Mediator, Stages of Mediation, Understanding Positional and Interest-Based Bargaining, and Drafting Settlement Agreements.	<b>\$3,445.65</b>
4.Managing Snipers, Tanks and Whiners in the Workplace	2 days	8-24	This workshop provides skills and techniques for handling people whose working styles, or conflict preference styles, are different than one's own. This course	<b>\$ 6,891.30</b>

			will provide numerous tools, tips, tactics and strategies for helping managers engage with a wide variety of personality styles. After taking this course, students will better understand the roots of stressful behaviors in the workplace and effectively diffuse and manage those behaviors, as well as successfully bring closure to conversations on difficult and emotional topics.	
5.Developing Your Leadership Style	5 days	8-24	This is a workshop for upper level managers and people interested in developing their leadership abilities. The course is designed around Kruse's and Posner's five practices of leadership including Modeling the Way, Creating a Vision, Challenging the Process, Encouraging the Heart and Enabling Others.	<b>\$ 17,228.25</b>
6. Enhancing your Management Skills with Emotional Intelligence	3 days	8-24	Leadership and management require more than just the ability to direct people. Superior performance requires the ability to inspire others to perform at their very best. The curriculum includes an emotional intelligence assessment and core skill building modules for inspiring others, such as using emotional intelligence to enhance productivity of the workforce, dealing with difficult behaviors and engaging in critical conversations, as well as understanding how to adapt management practices to diverse working styles.	<b>\$ 10,336.95</b>
7.Turning Conflict into Productive Action	2 days	8-24	After taking this course, students will have the necessary communication skills for diffusing conflicts, including managing anger and other difficult emotions. Students will learn how to utilize appropriate strategies for dealing with conflict in varied contexts, understand the dynamics of decision making within a complex organization and engage in effective problem solving and decision making within the organization. New skills in hearing the message, speaking your own mind and finding solutions to common problems will be practiced in one-on-one exercises with guidance from the trainers.	<b>\$ 6,891.30</b>
8.Facilitation and Building Consensus	2 days	8-24	Consider the hours spent in meetings – and how many hours are lost when meetings are not carefully constructed and directed. In this course, managers and leaders will learn vital skills and practice the techniques and skills necessary to professionally structure, facilitate and build consensus within meetings, conferences and multi-party	<b>\$6,891.30</b>

			decision making groups.	
9. When Tempers Flare in the workplace	1 day	8-24	Dealing with anger in the workplace takes valuable time and energy. Productivity drops and working relationships can be damaged. How can managers and supervisors keep tempers from derailing relationships and productivity? In this workshop, you will learn to identify the causes and early warning signs of anger and acquire the tools and techniques to calm strong emotions, clarify communications, and create productive discussions.	<b>\$ 3,445.65</b>
10. Managing Different Personalities in the Workplace	Half day	8-24	After taking this course, managers and supervisors will have a greater capacity to deal with difficult behaviors, engage in critical conversations and acquire a better understanding how to adapt management practices to diverse working styles.	<b>\$ 1,914.25</b>
11. Using the SDI to Manage and Lead More Effectively	1 day	8-24	Participants will take an emotional intelligence assessment, the Strength Deployment Inventory (SDI). The “Strength Deployment Inventory” (“SDI”) was developed by the late Dr. Elias Porter in the 1970s to guide individuals toward a better understanding of themselves and others. After taking this course, managers will have an enhanced knowledge of personal strengths and weaknesses, the capability to create better relationships and manage conflict more effectively, and the ability to align personal values with organizational values.	<b>\$ 2871.38</b>
12. Styles of Persuasion	Half day	8-24	The manager’s ability to persuade or convince others (across the table, within the team or with ratifiers) is dependent on the ability to present ideas in terms that are understandable to THEM. This training enables managers to recognize their own approaches to processing information and making decisions, to identify others’ approaches, and to effectively translate information into terms that effectively persuade and convince others, using the InQ (Inquiry Mode Questionnaire) which is an instrument that identifies five thinking styles: synthesist, idealist, pragmatist, realist, and analyst. Participants will understand how these styles function in the workplace and identify specific strategies to influence and persuade across these styles when managing.	<b>\$1914.25</b>

13. Introduction to Partnering	2 days	8-24	This introduction to the partnering course offers: instruction in Stakeholder Identification, Workshop Planning, Organizational Design, Vision Alignment, Common Goals, Team Dynamics, Sources of Conflict, Action Plans to Overcome Conflict, Building Issue Resolution Ladders, Charter Drafting, Implementation Strategy, and Designing Follow-Up Sessions for Evaluation.	<b>\$ 6,891.30</b>
<b>F. EMPLOYEE DEVELOPMENT COURSES</b>				
1. Conflict Management in Employment	5 days	8-24	This valuable course provides employees with an in-depth analysis and a comprehensive survey of conflict management from prevention to resolution. The curriculum offers the participants instruction in: conflict management theory and practical conflict management skills and techniques.	<b>\$ 17,228.25</b>
2. Effective Negotiations Skills	3 days	8-24	Good negotiation skills are essential to employee success in any organization or agency. This skill building course uses a variety of practice exercises and role plays to enhance the ability to negotiate employment issues effectively in the workplace.	<b>\$ 10,336.95</b>
3. Dealing with Snipers, Tanks and Whiners—Handling difficult conversations and Difficult People in the Workplace	2 days	8-24	This workshop provides skills and techniques for dealing with co-workers whose working styles, or conflict preference styles, are different than one's own. This course will provide numerous tools, tips, tactics and strategies for helping individuals engage with a wide variety of personality styles.	<b>\$ 6,891.30</b>
4. Turning Conflict into Productive Action	2 days	8-24	Students will learn how to utilize appropriate strategies for dealing with conflict in varied contexts, understand the dynamics of decision making within a complex organization and engage in effective problem solving and decision making within the organization. After taking this course, students will have the necessary communication skills for diffusing conflicts, including managing anger and other difficult emotions.	<b>\$ 6,891.30</b>
5. When Tempers Flare in the Workplace	1 day	8-24	Dealing with anger in the workplace takes valuable time and energy. Productivity drops and working relationships can be damaged. How can employees keep tempers from derailing relationships and productivity? In this workshop, you will learn to identify the	<b>\$ 3,445.65</b>

			causes and early warning signs of anger and acquire the tools and techniques to calm strong emotions, clarify communications, and create productive discussions.	
6.Using the SDI to increase performance and satisfaction in the workplace	1 day	8-24	Participants will take an emotional intelligence assessment, the Strength Deployment Inventory (SDI). The “Strength Deployment Inventory” (“SDI”) was developed by the late Dr. Elias Porter in the 1970s to guide individuals toward a better understanding of themselves and others. After taking this course, employees will have an enhanced knowledge of personal strengths and weaknesses, the capability to create better relationships and manage conflict more effectively, and the ability to align personal values with organizational values.	<b>\$ 2871.38</b>
<b>FACILITATION AND ASSESSMENT SERVICES</b>				
1.Understanding different personalities and working styles in the workplace.	Half day	8-24	During the course students will take an emotional intelligence assessment that is used as a basis for creating an individual development plan. The assessment tests for predominate working style characteristics such as leadership capacity, assertiveness, analytic capabilities, altruistic outlook, expressiveness and organizational alignment.  After taking this course, students will have a greater capacity to deal with difficult behaviors, engage in critical conversations and a better understanding how to adapt management practices to diverse working styles and, conversely, adapt working styles to different management practices.	<b>\$ 1,435.69</b>
Using SDI to increase effectiveness in the workplace	1 day	8-24	Participants will take an emotional intelligence assessment, the Strength Deployment Inventory (SDI). The “Strength Deployment Inventory” (“SDI”) was developed by the late Dr. Elias Porter in the 1970s to guide individuals toward a better understanding of themselves and others. After taking this course, managers will have an enhanced knowledge of personal strengths and weaknesses, the capability to create better relationships and manage conflict more effectively, and the ability to align personal values with organizational values.	<b>\$ 3,445.65</b>
3.Retreat Facilitation: Team Building, Strategic Planning and	1 or 2 days	8-24	CSR Senior Facilitators will work with your organization to plan, design, and schedule offsite meetings for Strategic Planning, Restructuring or Team Building purposes.	<b>1-Day \$6,175.00 2-Day \$9,100.00</b>

Organizational Alignment				
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## SIN 874-5. Support Products

Carr Swanson And Randolph, LLC provides support products that enhances the effectiveness of the services it provides to customers.

Support product items used in support of services offered in SINs 874-1, 874-2, 874-3, 874-4 and 874-7.

### Survey Services Price List

PRODUCT	QUANTITY	GOVERNMENT PRICE
Training Manual (All Courses)	1 Each	\$ 35.00
Training Workbook (All Courses)	1 Each	\$ 30.00
Report / Deliverable	1 Each	\$ 50.00
Reproduction (Per Page)	1 Each	\$ 0.25

## SIN 874-7. Program Integration And Project Management Services

### Specific Services Offered

Carr Swanson And Randolph offers program integration and program management that seek to improve the overall performance of mission-critical services.

### Program Integration and Project Management Services:

**Program management.** This could include such activities as the development, or critical review, of the following:

1. An acquisition strategy for the program for presentation to the agency's acquisition executive and a detailed acquisition (business) plan to guide the program's contracting
2. A Program Work Breakdown Structure (WBS) and Dictionary to identify and define the individual work elements required to achieve the agency's objectives for the program
3. Baselines which quantify the projected scope, schedule and cost requirements
4. A Total System Life Cycle Cost (TSLCC) for the program including a forecast of the timing for major expenditures over the duration of the program
5. The program's change control system to assure changes to the baselines are appropriately evaluated, authorized and recorded.

**Program integration.** This could include such activities as:

1. Providing a Team Leader, experienced in contracting, federal fiscal requirements, and the appropriate technical discipline, to coordinate the program
2. Developing an Integrated Safety Management System to ensure that environmental and worker and public safety are appropriately addressed in the performance of each task.

**Program oversight.** This could include such activities as:

1. Identifying the programmatic and project performance measures by which the status of the program can be accurately judged
2. Developing the performance reporting system to collect and disseminate information about the program (or project) performance
3. Performing independent reviews and assessments of all pertinent factors in order to provide either a rating of the program's (or the project's) condition or a detailed evaluation of a specific situation.

**Project management.** This could include such activities as:

1. Those program management activities described in the three sections above but at the project level
2. Development and monitoring of a project execution plan which will describe the roles and responsibilities and define how the project will be performed
3. Establishment of the project's configuration control system so that changes will be controlled and information on the project's components will be accurate
4. Performance of readiness reviews to ensure the project's product will be acceptance tested or operated with due regard to safety and quality.

**Program Integration And Project Management Services Services Price List**

<b>Labor Category</b>	<b>Government Hourly Rate</b>
Engagement Manager	\$358.92
Program Manager	\$239.79
Lead Consultant	\$226.69
Principal Consultant	\$185.38
Senior Consultant	\$179.46
Consultant	\$143.57
Project Support Analyst	\$71.78
Legal Consultant I	\$239.28
Legal Consultant II	\$191.43
Arbitrator - 3rd Party Neutral	\$233.74
Mediator - 3rd Party Neutral	\$239.28
Facilitator - 3rd Party Neutral	\$226.69
Partnering Facilitator	\$315.35

*Total price for consulting services will be established at the time the task/delivery order is placed and will be based on the prices offered herein. The estimated number of hours negotiated with the ordering agency and the labor category(s) provided would be shown on the resultant task/delivery order.*

*NOTE: It is required that consulting services for senior management of an agency be conducted by senior level consultants.*



**Carr Swanson And Randolph, LLC. Labor Categories**

Labor Category	Education	Years Experience	Description
<b>Engagement Manager</b>	Bachelor's degree and 10 years of general experience, 8 years of specific;  Master's degree and 8 years of general experience, 6 years of specific.	8 - 10  6 - 8	Responsible for managing multiple project engagements/tasks, interfacing with senior leadership and assuring the quality of overall programs. Create an environment that inspires and champions those who exceed desired results. Lead and integrate elements of complex projects to achieve desired results by setting strategically aligned goals. Responsible for oversight, coordination, and integration of multiple business improvement and enterprise transformation projects provided by the company or agency's direction. Assist the customer in determining schedules, in reviewing deliverables, and in participating in project reviews that look across the totality of the customers' programs. Sets project 'point-of-view' and overall approach to engagements and shapes senior management agendas to create and maintain an executive level momentum for change. Facilitate and lead team discussions and meetings.
<b>Program Manager</b>	Bachelor Degree - Accounting, Finance, Management, Business, Computer Science, Management Information Systems, Engineering, Math	12	This individual will direct, plan, organize, control and manage the project/program to ensure that all contractual obligations are fulfilled in an efficient and timely manner. Must be able to manage multiple concurrent analysis and development tasks in projects, serve as point of contact with the Contracting Officers Representative or Task Monitor, formulate and enforce work standards, develop schedules, review work discrepancies and communicate policies, purposes and goals of the organization, and manage and control funds and resources.
<b>Lead Consultant</b>	Bachelor's degree and 10 years of relevant	5	Participates as senior consultant having substantial experience in two or more Business regimens. Ability and expertise to define problems, collect data and establish

	experience. Equivalent combinations of education and experience.		facts. Provides leadership and technical expertise.
<b>Principal Consultant</b>	Bachelor's Degree	10	Responsible for managing multiple project engagements/tasks, interfacing with senior leadership and assuring the quality of overall programs. Create an environment that inspires and champions those who exceed desired results. Lead and integrate elements of complex projects to achieve desired results by setting strategically aligned goals. Responsible for oversight, coordination, and integration of multiple business improvement and enterprise transformation projects provided by the company or agency's direction. Assist the customer in determining schedules, in reviewing deliverables, and in participating in project reviews that look across the totality of the customers' programs. Sets project 'point-of-view' and overall approach to engagements and shapes senior management agendas to create and maintain an executive level momentum for change. Facilitate and lead team discussions and meetings.
	Master's Degree	8	
<b>Senior Consultant</b>	Masters Degree	6	Applies process improvement and reengineering methodologies and principles to conduct process modernization projects. Duties include activity and data modeling, developing modern business methods, identifying best practices, and creating and assessing performance measurements. Provides group facilitation interviewing, training, and provides additional forms of knowledge transfer. May be under the supervision of the Principal Consultant, or may work independently.
	Bachelors Degree,	8	
	Applicable experience, which should include ten years specialized experience.	15	
<b>Consultant</b>	Masters Degree	4	Applies process improvement and reengineering methodologies and principles to conduct process modernization projects. Duties include business activity and data

	Bachelors Degree  Applicable experience, which should include five years specialized experience.	6  10	modeling, developing modern business methods, identifying best practices, and creating and assessing performance measurements. Provides group facilitation, interviewing, training, and provides additional forms of knowledge transfer. May be under the supervision of the Principal consultant or Senior Consultant, or may work independently.
<b>Project Support Analyst</b>	High School  Bachelor's Degree	6  2	This position supports the management consulting, facilitation, training, and survey teams. Liaison for the staff when they are out of the office, and coordinates getting information/messages to them in a timely manner. Assists in preparing management plans, reports, and deliverables. Coordinates schedules to facilitate completion of tasks, training sessions, deliverables, Work Request reviews, briefings, electronic meetings, and surveys. Performs analysis, development, and review of program administrative operating procedures. May give guidance and direction to other support staff.
<b>Legal Consultant I</b>	The First Professional Law Degree (LL.B. or J.D.) and Bar Membership	8	Responsible for engaging mutual parties to a mutual arbitrated resolution to a conflict.
<b>Legal Consultant II</b>	The First Professional Law Degree (LL.B. or J.D.) and Bar Membership	12	Responsible for engaging mutual parties to a mutual arbitrated resolution to a conflict.
<b>Arbitrator 3rd Party Neutral</b>	The First Professional Law Degree (LL.B. or J.D.) and Bar Membership	15	Decides the outcome to disputes that bind parties in disagreement to specific terms and conditions of resolution.

<b>Mediator 3rd Party Neutral</b>	The First Professional Law Degree (LL.B. or J.D.) and Bar Membership	15	Acts as neutral “referee” bringing a mutual resolution to conflicts between separate parties of disagreement.  Responsible for managing mediation process skills and assist with settlement discussions  Facilitate negotiation and conflict resolution through dialogue. Resolve conflicts outside of the court system by mutual consent of parties involved.
<b>Facilitator 3rd Party Neutral</b>	BA or BS Degree	10	Responsible for facilitating negotiation and conflict resolution through dialogue. Resolve conflicts outside of the court system by mutual consent of parties involved.
<b>Partnering Facilitator</b>	BA or BS Degree	5	Oversees and manages facilitation efforts related to the coordination of partnering groups within an organization. Establishes common operating protocols based upon planning, design and conduct of collaborative efforts, working groups, or integrated product, process or self-directed teams.  Oversees the development of agendas, recordation of meetings, analysis of data and preparation of final reports and meeting materials. Facilitates and leads groups and provides meeting leadership and problem solving techniques.

### **About Carr Swanson And Randolph, LLC.**

#### International Development

Carr, Swanson and Randolph (CSR) provide a full range of trade, international business transactions and market transition advice and consulting services, in addition to their other work in developing countries. Leading CSR;s economic development consulting practice is Bob Randolph. He formerly served as Assistant Administrator (AA) - Asia & Near East Bureau (Senate Confirmed) for USAID. As AA, Bob Managed the transition to market economies in Jordan, Morocco, Egypt, India, Vietnam and Indonesia.

When parties seek to resolve a problem or dispute before resorting to litigation, work stoppages or other measures, they often turn to a third party neutral to facilitate settlement, evaluate positions or arbitrate the matter.

Carr, Swanson and Randolph (CSR) has extensive skills and broad experience in facilitation, mediation, arbitration, mini-trials and dispute panels with which to meet the needs of all parties involved in business, construction, public policy, employment and labor disputes.

Frank Carr has years of experience mediating and arbitrating construction and employment disputes; Pete Swanson has extensive experience mediating public policy, employment, labor and environmental disputes; and Bob Randolph adds his expertise as a mediator and arbitrator in domestic and international commercial disputes. CSR dispute resolution services provide international and domestic parties with a framework for resolving their differences amicably and in a manner most appropriate for their needs or by providing expert arbitration services.

CSR dispute resolution services benefit parties by providing expeditious and knowledgeable assistance to achieve quick results, substantial cost savings, and quality resolutions.

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