

GENERAL SERVICES ADMINISTRATION

Federal Supply Services

Authorized Federal Supply Schedule Pricelist (Catalog)

Mission Oriented Business Integrated Services (MOBIS)

Industrial Group: 874

Industrial Class: 8742

Contract Number: GS-23F-9789H

(Modification Number: PS-0011 / PO-0008)

Contract Period: October 1, 1997 through September 30, 2017

 **SIROTA**
Survey Intelligence™
Sirota Consulting, LLC
dba Sirota Survey Intelligence
The Centre at Purchase
One Manhattanville Road
Purchase, NY 10577-2128
Tel: (914) 696-4700
Fax: (914) 696-3401
E-mail: info@sirota.com
Website: www.sirota.com

Summary of Award Offered

1a. Table of awarded special item number(s) with appropriate cross-reference to item descriptions and awarded price(s):

- a) SIN 874-3 Survey Services
- b) SIN 874-3RC Survey Services

1b. Identification of the lowest priced model number and lowest unit price for that model for each special item number awarded in the contract. This price is the Government price based on a unit of one, exclusive of any quantity/dollar volume, prompt payment, or any other concession affecting price. Those contracts that have unit prices based on the geographic location of the customer, should show the range of the lowest price, and cite the areas to which the prices apply: Unit prices are not applicable

1c. If the Contractor is proposing hourly rates, a description of all corresponding commercial job titles, experience, functional responsibility and education for those types of employees or subcontractors who will perform services shall be provided. If hourly rates are not applicable, indicate "Not Applicable" for this item:

<u>Job Title</u>	<u>Experience</u>	<u>Functional Responsibility</u>	<u>Education</u>
Principal	5+years	Project Leader	MA-PhD
Senior Consultant	5+ years	Project Leader	MA-PhD
Consultant	3+ years	Project Leader	MA-MBA
Data Processing/Programming Assistant	2+ years	Data Processing/Programming	BA
	2+ years	Project Management	BA

2. Maximum order: \$1,000,000.00

3. Minimum order: \$100

4. Geographic coverage (delivery area): Worldwide

5. Point(s) of production (city, county, and State or foreign country):
The Centre at Purchase, One Manhattanville Road, Purchase, NY 10577 USA

6. Discount from list prices or statement of net price: No discount from list prices is being offered

7. Quantity discounts: None

8. Prompt payment terms: (5%10 days) (4% 20 days) (3% 29 days) (Net 30 days)

9a. Notification that Government purchase cards are accepted at or below the micro-purchase threshold: Sirota Consulting will accept the Government Commercial Credit Card under this contract.

9b. Notification whether Government purchase cards are accepted at or not accepted above the micropurchase threshold: Sirota Consulting does not offer an additional discount.

10. Foreign items (list items by country of origin): Foreign items are not applicable

11a. Time of delivery (contractor insert number of days): As requested.

11b. Expedited delivery. Items available for expedited delivery are noted in this price list: As requested

11c. Overnight and 2-day delivery. The Contractor will indicate whether overnight and 2-day delivery are available. Also, the Contractor will indicate that the schedule customer may contact the Contractor for rates and for overnight and 2-day delivery: As requested

11d. Urgent Requirements. The Contractor will note in its price list the "Urgent Requirements" clause of its contract and advise agencies that they can also contact the Contractor's representative to effect a faster delivery: As requested

12. F.O.B. point(s): Destination/worldwide
- 13a. Ordering address(es): The Centre at Purchase, One Manhattanville Road, Purchase, NY 10577 USA
- 13b. Ordering procedures. For suppliers and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules).
14. Payment address(es): The Centre at Purchase, One Manhattanville Road, Purchase, NY 10577 USA
15. Warranty provision: Not applicable
16. Export packing charges, if applicable: Not applicable
17. Terms and conditions of Government purchase card acceptance (any thresholds above the micropurchase level): Sirota Consulting will accept the Government Commercial Credit Card but does not offer any additional discount.
18. Terms and conditions of rental, maintenance, and repair (if applicable): Not applicable
19. Terms and conditions of installation (if applicable): Not applicable
20. Terms and conditions of repair parts indicating date of parts price lists and any discounts from list prices (if applicable): Not applicable
- 20a. Terms and conditions for any other services (if applicable): All services provided by Sirota Consulting will be custom designed to meet the needs of the client
21. List of service and distribution points (if applicable): The Centre at Purchase, One Manhattanville Road, Purchase, NY 10577 USA
22. List of participating dealers. Not applicable
23. Preventative maintenance. Not applicable
- 24a. & 24b. Special Attributes & Section 508 (EIT) compliance. Not applicable
25. Data Universal Number System (DUNS) number: 07-860-0822
26. Notification regarding registration in Central Contractor Registration (CCR) database: FAR Clause 52.204-7 CCR SF-30 on file.

Table of Contents

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Background Summary

We include here a brief summary of information that may be of interest to government agencies in reviewing Sirota as a potential survey partner. We are pleased to provide detail on any or all of these points:

Overview

Sirota Survey Intelligence™ has continuously specialized in attitude research since its founding by Dr. David Sirota in 1972. Our goal is to help organizations build productive relationships with all of their stakeholders through the “partnership culture”.

Sirota carefully constructs survey assessments of the attitudes of workers and other stakeholders, and uses the resulting data to engender meaningful and positive action. Sirota is organized around interdisciplinary, client-centric teams 100% dedicated to survey research

Services Specialization

We focus on attitudinal research and data utilization.

Employee research and consulting services:

- employee engagement surveys
- employee satisfaction, climate or culture surveys
- 360° and upward feedback surveys,
- onboarding, staffing and exit surveys
- normative/benchmark data analysis,
- linkage analysis relating employee data to customer or business metrics
- employee value proposition development.

Constituent Research & Consulting

- Surveys of customers, communities, suppliers, and other constituencies of an organization
- Partnership building between constituencies
- Note that we do not sell products, software, or other consultative services or conduct classical product or marketing research.

Partnering With Clients: The Unique Sirota Approach

Sirota is organized around teams of highly experienced I/O psychologists, project management specialists, and IT/Programmers. Each team has all the resources and knowledge needed to solve complex problems encountered during an employee survey process. Sirota’s team-based structure benefits clients in five ways:

- Action Orientation:** Sirota survey data impacts organization effectiveness (vs. “nice to know” or “data dumps”); our process facilitates long-lived assessment and action programs that create predictable, sustainable improvements in people management.

- **Breakthrough Thinking:** Sirota teams are driven to innovate in all facets of our work - consulting, project management and technology.
- **Client Focus:** We provide end-to-end customization to meet all of the client's needs and requirements.
- **Designed Process-Excellence:** Our teams enable rapid-fire, cost-efficient implementation with real time data and standards of data integrity, security and privacy that is second to none; we do not outsource or "offshore" IT programming.
- **Evolving Perspective:** Because Sirota views client relationships as true partnerships, we expect a different focus (OD vs. process) at different points in the relationship.

Technology

Sirota is continually improving its survey infrastructure and survey, reporting and supporting applications to ensure that your survey process runs smoothly and flawlessly. Sample online tools:

Pre-survey: ProjectCentral™, Organizational Coding Tool, Translation Tool

Survey Administration: Response Counts, Survey Invitation Request Tool

Post-survey: Sirota Online Reporting Tool (SORT™), ActionTracker™

Global Reach & Norms

Sirota had administered surveys in over 90 countries around the world and in some 80 languages, often simultaneously. We maintain a robust normative database which we make available to all clients for comparison purposes – benchmark data can be provided for various demographics such as country, industry, and job level.

Offices & Affiliates

Sirota's primary offices are in New York & London. We are in the process of expanding our network of affiliate offices, with a focus on additional reach in Europe and South Asia.

Senior Management

Michael Irwin Meltzer, Chief Executive Officer

John Mallozzi, Chief Operating Officer.

Nick Starritt, Managing Director, Sirota Europe

Sirota is a privately-owned company.

Representative Clients: We include a number of clients here to illustrate our global capacity in a variety of industries. Each of the listed clients is a current client and many are available to provide references; specific reference information can be supplied upon request.

Public Sector

Air Force (through CSC contract)
Bureau Alcohol, Tobacco & Firearms
FMS
FVAP
Internal Revenue Service
NNSA
U.S. Dept. of Health & Human Services
Veterans Health Administration

Not-for Profit

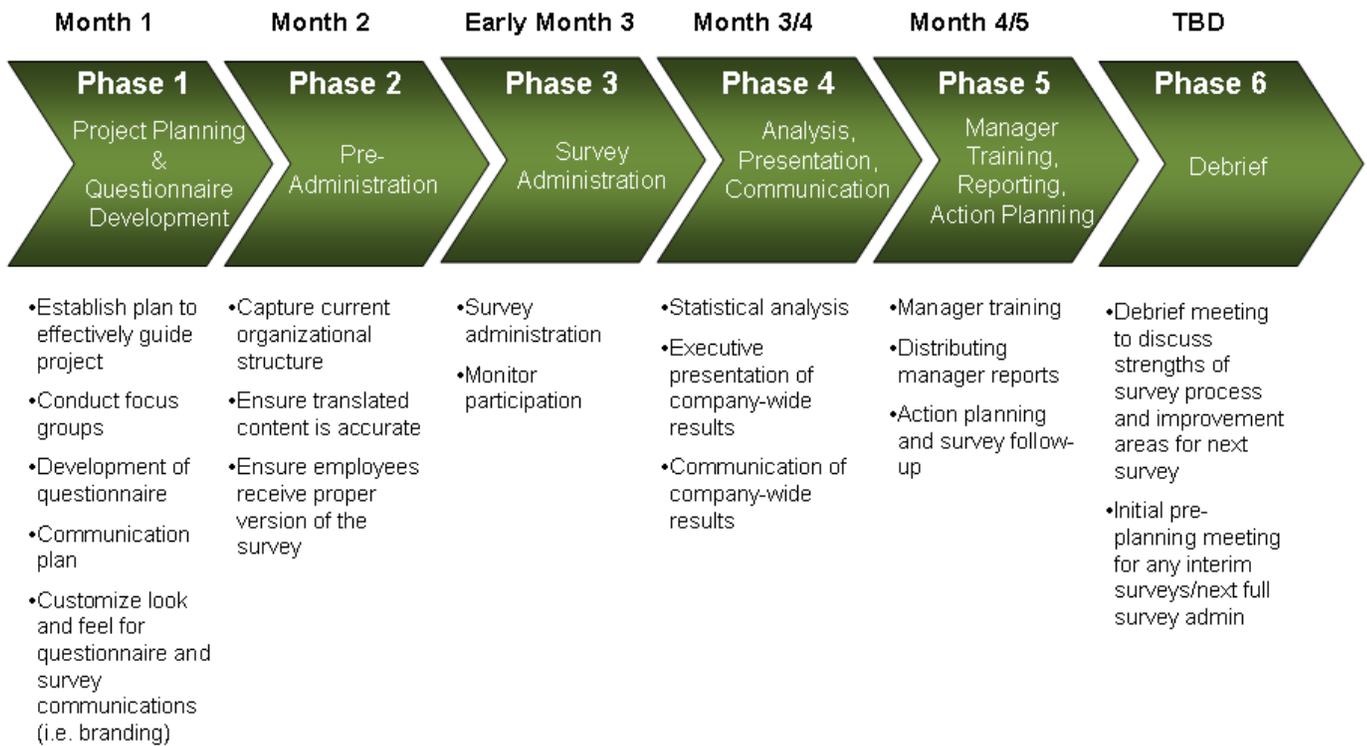
International Criminal Court (The Hague)
European Bank of Reconstruction & Development
Mayo Clinic
NASCO
Purchase College
University of California President's Office
World Trade Center Association

Other

Akzo Nobel
American Express
Blue Cross/Blue Shield of Northeast PA
Booz Allen Hamilton
BP
ConocoPhillips
CSC
Countrywide Financial
Dell
eBay
General Mills
Great Plains Energy
Intuit
Invitrogen
Lehman Brothers
National Grid
Nestlé UK & Ireland
NVIDIA
Postini (now part of Google)
Shell
Solvay

TD Bank Financial Group
 Tiffany & Co.
 Travelport
 UnitedHealth Group
 Unum
 USAA
 Webroot Software
 Westfield Group
 Yahoo!

The Sirota Survey Project Life Cycle (for employee surveys)



Price List

SIN 874-3 Survey Services & SIN 874-3RC Survey Services

Services shall provide expert consultation, assistance, and deliverables associated with all aspects of surveying within the context of MOBIS. Contractor shall assist with, and/or perform all phases of the survey process to include, but not be limited to: planning survey design, sampling, survey development; pretest/pilot surveying; defining and refining the agenda; survey database administration; assessing reliability and validity of data; determining proper survey data collection methodology; administering surveys using various types of data collection methods; and analyses of quantitative and qualitative survey data. Production of reports to include, but not be 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 nonresponse; and briefings of results to include discussion of recommendations and potential follow-up actions.

Rate Schedule with Staff Category Descriptions and Unit Charges

LABOR CATEGORY	HOURLY RATES	DAILY RATES
Principal	\$ 240.00	\$ 1,915.00
Senior Consultant	\$ 160.00	\$ 1,300.00
Consultant	\$ 145.00	\$ 1,185.00
Data Processing/Programming	\$ 115.00	\$ 920.00
Assistant	\$ 70.00	\$ 570.00

Principal/Senior Consultant: Provide professional and expert advice and services based on education and experience qualifications. Sirota Consultants are experts on survey research and utilization, specifically on: overall survey strategy, survey questionnaire content, data analysis and interpretation, senior management reports and results discussions, and survey action/utilization. This category is broken down into four levels which track education, training and experience credentials:

Consultant/Assistant: Provide overall planning for survey methodology, tools and deliverables, deliverables management, project deliverables timeline, resource plan, specifications documents, facilitate delivery of consultant and IT services, and client support. This category is broken down into four levels which track education, training and experience:

Data Processing/Programming: Provides database design and development to support digital tools through which data is collected, analyzed and reported, as well as systems support for servers and client interfaces, including data security and emergency planning. All IT labor is charged as follows:

SIN 874-3 & SIN 874-3RC: Survey Services

The services provided by Sirota Consulting are tailored to meet client needs and objectives. Our services will assist your organization in achieving alignment between your employee and customer constituencies.

Sirota's Survey Framework: An Introduction

As specialists in attitude research since 1972, Sirota's work has been based on five premises:

1. Organization success is critically affected by the opinions and resulting behavior of constituency groups
2. Scientifically conducted surveys are a prerequisite for an objective measurement of constituency opinions
3. Survey data are valuable only insofar as they are used. Research, therefore, must be conducted in a manner that generates and facilitates action
4. The actions recommended must have a solid research basis: action steps that have been demonstrated empirically and consistently to work (management fads rarely lead to real improvement)
5. The actions taken must be evaluated for their effectiveness

Sirota's Engagement Model – The Three Factor Theory

Over the course of our practice we have developed a sizable normative database of employee attitudes and a deep understanding of employee needs. Based on data from millions of employees working in a variety of industries, including the high technology industry, we have developed a unique, research-verified model that identifies the fundamental sources of Engagement. We call it Three-Factor Theory™. The conceptual framework is well described in our recently-published book under the Wharton School imprint called *The Enthusiastic Employee, How Companies Profit by Giving Workers What They Want* (cited by the Library Journal as one of the "best business books of 2005"). It captures over 30 years of research on these items and concepts they represent.

The basic premise:

1. The overwhelming majority of employees join a company enthusiastically, expecting key needs to be met:
 - **Achievement:** Doing things that matter (that are important to them) and being enabled to do them well; Receiving recognition for accomplishments and taking Pride in them
 - **Camaraderie:** Having warm, interesting, and cooperative relations with others in the workplace; Achieving a sense of community, belonging, collegiality
 - **Equity:** Being treated justly in relation to the basic conditions of employment with respect to: Others in the organization, Minimum personal/societal standards
2. Enthusiasm is a positive, energized, motivated state.
 - It may be distinguished from satisfaction ("nice place to work"), indifference, discontent or anger (anger is a negative, energized, motivated state).
 - Enthusiastic employees: a) Routinely produce significantly more than the job requires, often working all kinds of hours to get things done and done right; b) Volunteer for difficult

assignments; c) Search for ways to improve things rather than just reacting to management's requests or to crises; d) Encourage co-workers to high levels of performance and seek ways to help them; e) Welcome, rather than resist, needed change; f) Conduct transactions with external constituencies – such as customers – in ways that bring great credit (and business) to the company; g) tend to stay with the company; h) become recruiting tools for the company.

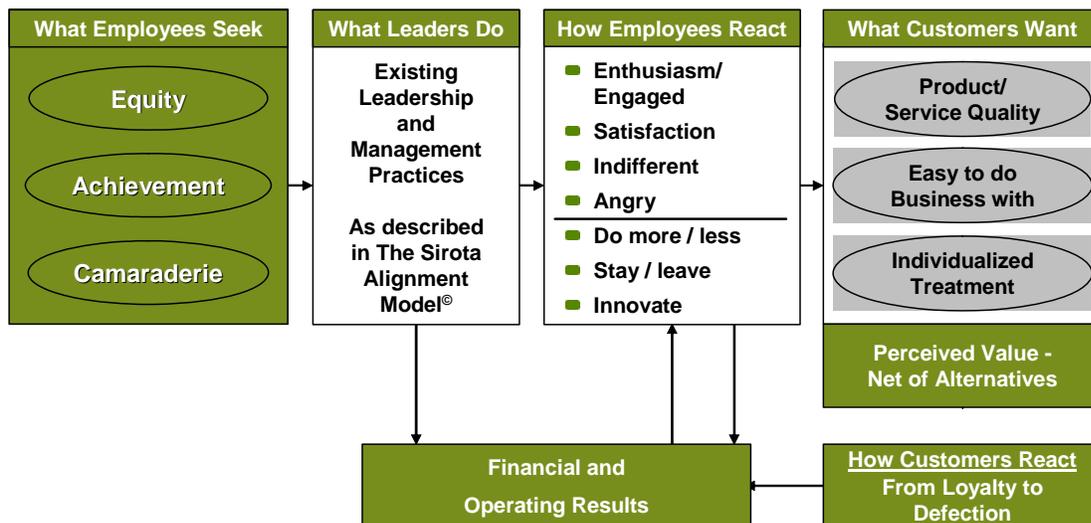
3. Enthusiastic employees are highly engaged. Engagement has 3 components:

- Cognitive: what employees think about their company
- Affective: how employees feel about their company
- Behavioral: how employees act in relation to their company

4. Leadership and management practices best described as a “Partnership Model” over time will produce higher levels of enthusiasm and engagement. Three elements of this model are: 1) Win-Win: The parties recognize that they have key business goals in common and that the success of one party depends on the success of the other. 2) Basic trust: The parties trust each other's intentions; and 3) Joint decision-making: The parties make key decisions jointly on matters that affect each of them.

To summarize, employees join companies expecting their key needs to be met. This leads to a level of enthusiasm that has been well documented. Unfortunately, in many companies, those expectations aren't delivered upon – that is, the leadership and management practices that the employee experiences on a day-to-day basis fail to deliver what they need/want. The differential response on the part of companies leads to corresponding attitudinal/behavioral differences on the part of employees. And we all know employee behavior impacts customers (and other business outcomes) in predictable ways. See below:

The Big Picture:



The Three-Factor Theory™ is based on years of research, has been validated across multiple organizations and industries, and is consistent with the current academic literature.

Surveys & The Employment Life Cycle

Besides having a well-thought through point-of-view about employee engagement, Sirota's thinking extends to all aspects of the Employment Life Cycle.



We offer a variety of services across the employment life cycle, including onboarding surveys, staffing surveys, communications and diversity surveys, 360 surveys, and exit interviews.

SCA MATRIX & NARRATIVE

The labor categories that fall under the requirements of the Service Contract Act (SCA) (i.e. non-exempt labor categories) are identified in the matrix below. All prices for these labor categories meet or exceed the requirements in the SCA Wage Determination identified below. The matrix and narrative are incorporated into this contract and must also be included in the contractor's electronic price list on GSA Advantage.

SCA Matrix		
SCA Eligible Contract Labor Category	SCA Equivalent Code - Title	WD Number
Data Processing/Programming	14045 – Computer Operator V	05-2375
Assistant	01311 – Secretary I	05-2375

The Service Contract Act (SCA) is applicable to this contract and it includes SCA applicable labor categories. The prices for the indicated SCA labor categories are based on the U.S. Department of Labor Wage Determinations Number(s) identified in the matrix. The prices offered are based on the preponderance of where work is performed and should the contractor perform in an area with lower SCA rates, resulting in lower wages being paid, the task order prices will be discounted accordingly.

Certification Statement

“I hereby certify that the items, discounts, prices, terms and conditions in the catalogs or pricelists furnished to the contracting officer and distributed to ordering offices are identical to those accepted by the government and that awarded, as well as non-awarded, items are clearly and properly identified.”

Michael I. Meltzer
CEO