

Exhibit A
Scope of Work

FACILITATED SESSIONS FOCUSED ON COMMUNICATION, LEADERSHIP, AND PROBLEM SOLVING SKILLS

INTRODUCTION

The California Energy Commission program activities and major policy documents often require cross -divisional interactions and the involvement of many outside stakeholders for successful completion of the work products. This complex working environment results in many products being completed by project teams whose members represent a variety of programs and interests. This matrix environment makes it essential that team members have a mutual vocabulary and technique for establishing goals and expectations and resolving conflicts and issues that may occur during the term of their project. For this reason, the Energy Commission's adopted Strategic Plan and Objectives for Organizational Development include goals to enhance various staff skills including creative thinking, problem solving, and effective group interactions. This contract will enhance the Energy Commission's leadership and communication skills and provide Energy Commission staff with facilitated opportunities for learning and developing communication focused skills which encompass problem prevention and conflict resolution.

BACKGROUND

This contract will further develop Energy Commission communication skills and practices as identified in several Energy Commission activities.

Energy Commission Strategic Plan staff survey. The survey expressed the need to:

- Improve internal and external communications
- Have better coordination and team emphasis - "Unified"
- Improve getting our message out - better communications/access
- Find ways to get greater involvement of Energy Commission staff – all levels
- Support better communication and provide for feedback loops

Staff Recognition Team survey expressed the need to:

- Communicate, facilitate, motivate in a respectful manner
- Connect with staff in meaningful ways
- Provide recognition and feedback to staff in a more timely and frequent manner

Program Planning Feedback expressed the need to:

- Establish a formal mechanism for communicating, on a timely and regular basis, about the Commission's policies and results, decisions made, delegation, expectations and activity prioritization
- Provide routine open communication with full discussion of what is working well, lessons learned as they occur, and what needs improvement
- Communicate decisions and plans for implementing change so they are consistent, clear and timely
- Communicate clear performance expectations and goals, clear roles and responsibilities, and priorities

Approach to the Scope of Work

The Contractor's intent is to create measurable change in the way all employees work together. Contractor has created an organization, a process, and a set of implementation procedures completely different from other consulting firms. The Contractor has discovered that creating commitment to a common method of communication is only accomplished through total management involvement and that Contractor's unique methodology is the key to successfully establishing effective communication throughout all levels of an organization.

Description of Services

The focus of the Contractor's Resolution Process is on the development of 16 human interaction skills, framed in the context of the Resolution Process for resolving issues, problems and conflicts.

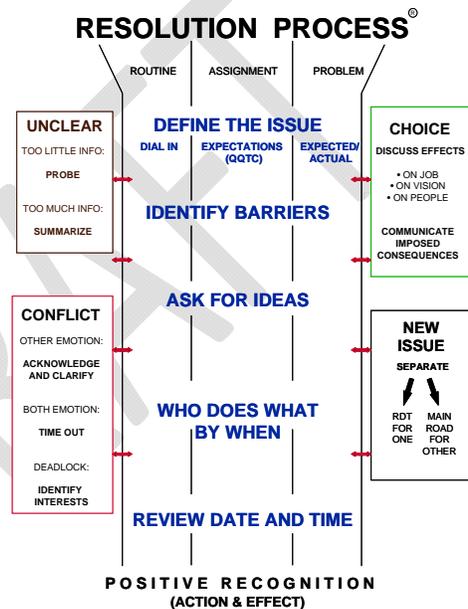
About the Process

The Resolution process is specifically designed to be implemented top-down by the Energy Commission managers in six sessions, with a week between sessions, allowing the managers to coach subordinates until the leadership skills become habits.

TASK 1 – DESIGN FACILITATED EVENTS

The leadership team at the Energy Commission has determined that external resources are needed to provide coaching and assistance in organizational problem solving for staff at all levels and skills. The Contractor will facilitate a series of group sessions focused on collaborative skills for up to 600 Commission managers, supervisors, and staff. Sessions will focus on:

1. Providing common techniques and language to staff and management which will establish a framework to help Energy Commission staff through periods of change and transition, dispute resolution, performance feedback, and implementation of program planning goals and outcomes
2. Developing interaction skills that will assist all managers, supervisors, project and team leaders with training their staff or teams and focusing on positive group dynamics for collaborative problem solving
3. Learning opportunities to develop skills, to practice and to apply in real day-to-day situations, in order to improve effectiveness of Energy Commission communications and interactions, and to assist in working through and preventing unnecessary misunderstandings, problems and conflicts.
4. Developing negotiation skills and problem solving techniques used to resolve disputes and other organization problems in a positive a manner
5. Building commitment to the organization's overall vision and direction and develop behaviors that promote quality leadership and improved working relationships and environment.



6. Using the basic process for applying communication skills including effective listening and feedback skills.
7. Providing employees with an opportunity to experience and increase understanding of basic one-on-one and group dynamics using the skills.
8. Developing skills and practice opportunities to improve effectiveness of the Commission's communications and human interactions.

The Energy Commission's goals in this task will be accomplished by managers, supervisors, and staff learning the following during the six sessions:

- Session One: Increasing Commitment. A simple strategy to keep the “vision” for their organization in clear focus in order to inspire employee commitment.
- Session Two: Preventing Problems. Keep projects on schedule by mastering four habits to anticipate roadblocks before they become problems.
- Session Three: Addressing Problems. Retain employee commitment to quality through the use of skills designed to resolve problems effectively without creating defensiveness.
- Session Four: Staying on Track. Ensure clear communications and maintain focus.
- Session Five: Resolving Conflicts. Transform conflicts and deadlocks into win/win situations by using three simple strategies.
- Session Six: Building on the Foundation. Save time spent on resolving complex and difficult issues by mastering the “Group Resolution” process.

TASK 2 – PREPARATION SESSIONS WITH SUPERVISORS AND MANAGERS

An internal manager or supervisor leads each group through six 4-hour sessions of interactive discussion, exercises, and practice situations. Prior to each round of sessions, the Contractor will consult with internal managers/supervisors to prepare for that week's session. Facilitated preparation sessions will:

1. Provide Energy Commission managers and supervisors with 14 hours of prep work (four hours prior to the first session, and 2 hours prior to each of the remaining 5 sessions, totaling 14 hours) to give them the skills and tools they need in order to lead their group through six 4-hour sessions of interactive discussion, exercises, and practice situations.
2. Include reviewing materials, videos, handouts and scripts prior to each session. In addition to preparing for the next session, the Contractor will go over any issues that may have surfaced during the prior session and offer solutions as well as debriefings.

TASK 3 – STRUCTURE REQUIREMENTS

Up to 600 Energy Commission staff will participate in six facilitated sessions within 18 months from the start of the contract. Employees will be divided into groups with a maximum of 15 participants to ensure the most effective interaction and needed involvement. In order to run all Energy Commission staff through this process, the Contractor will conduct approximately 8 rounds of facilitated sessions, with up to 6 groups of 15 employees in each round. Approximately 40 groups will be necessary to include all Energy Commission staff.

Amendment

The Contractor will consult with internal managers/supervisors to prepare for that week's session. Additionally, the Contractor will be present at each session to assist the Commission manager or supervisor. This approach provides the best results because the Commission employees involved in the session gain an appreciation for their manager's and the Commission's commitment to this activity. Each session focuses on three or four specific skills.

General time line for implementation:

Round	Group #'s	Date*
1	1-2	September – October, 2009
2	3-5	November - December, 2009
3	6-10	January - February, 2010
4	11-15	March - April, 2010
5	16-20	April - May, 2010
6	21-25	May - June, 2010
7	26	July - August, 2010
8	27-29	September - October, 2010
9	30-32	October – November 2010
10	33-35	January – February 2011
11	36-38	February – March 2011

**Specific days and times for each group and for the manager preparation will be scheduled with Energy Commission's Contract Manager.*

TASK 4 - SUPPLEMENTAL MATERIAL AND FACILITIES/EQUIPMENT

The Contractor will provide a master electronic copy of the Leader's Guide and Participant's Guide to the Contract Manager. The room and miscellaneous small equipment such as easels, whiteboard, and projector will be provided by the Energy Commission at no expense to the Contractor. The Contractor will be responsible for making arrangements for any special equipment required for a session if it is not elsewhere described in the scope of work.

TASK 5 - CONTRACT EVALUATION/COMPLETION

The Contract Manager will schedule staff for training and have sign-in sheets for each session. The Contract Manager will provide evaluation forms for each participant to complete upon completion of their final session. The Contractor will collect evaluation forms and deliver them to the Contract Manager. The success/effectiveness of each session will be based on observation and participant responses.

TASK 6 – CONTRACT MANAGEMENT

Invoices

The Contractor shall prepare an invoice for all contract expenses performed. The official invoice is to be submitted to the Energy Commission's Accounting Office. The Energy Commission's contract manager will specify the invoice format.

Progress and Final Meeting

The contractor will meet with the Contract Manager (1 per month) to provide monthly updates that include a summary of the work completed in the prior month and a plan for the work to be conducted in the upcoming month. Any tasks that are falling behind schedule will be identified and a plan for resolving the schedule issue will be proposed. The percent of contract value billed, including the past month will be provided along with the invoice for the month's work and expenses.

The Contractor shall meet with the Energy Commission to present the conclusions, and recommendations. The final meeting must be completed before the termination date of the Agreement.

CONTRACT DELIVERABLES:

- Facilitated sessions – 240 sessions (6 sessions per group for 40 groups)
- Manager preparation sessions – 1 preparation session prior to each of the six sessions for each of the groups
- Review summary feedback reports – 200 reports (5 reports per group which summarize the Contractor's feedback of the *quality* of each participant's "Best Application" of the skills covered in the previous week's session and shared at the beginning of Sessions 2 – 6). This report will be shared with the Contract Manager and internal managers at our monthly meetings. It will also be used to monitor and assess participant's progress.
- Application tracking reports – 40 reports (1 report per group which summarizes all skill applications completed by the participants of the group during the weeks between each of the sessions). This report will be shared with the Contract Manager as well as internal managers at monthly meetings. It will also be displayed in the classroom and discussed in the sessions and used as a coaching opportunity based on quantity or quality of skill applications.
- Progress meetings with Contract Manager or Energy Commission management – 18 meetings (1 per month of the contract)

PAYMENTS AND INVOICING

- A) Payments will be made monthly, in arrears, upon receipt of invoice. All progress reports and deliverables due for the billing period shall be included with the invoice.
- B) The Energy Commission will accept computer generated or electronically transmitted invoices provided Contractor sends a hard copy the same day to the Energy Commission, the address is noted below and in Agreement Contact List.

California Energy Commission
Accounting Office, MS-2
1516 9th Street
Sacramento, California 95814

- C) Final invoice must be received by the Energy Commission no later than 30 calendar days after the Agreement termination date.