

Specific Requirements

1. Although the Warden will be the primary Change Leader at the institution, the applicant should identify what positions above and below the warden level would benefit by developing competency in change leadership. The applicant should clearly identify what developmental activities would be appropriate for which levels of correctional staff.

2. Applicants must purpose one or more professional Change Advisers who will be a significant part of the Project Team. The background and experience of the Change Adviser(s) are critical to successfully competing for this award. Therefore the Change Advisers must meet the following requirements:

- All Change Advisers who will work on this project must be identified in the application and must meet the requirements identified in this RFP. All Change Advisers must submit a statement of their intent to work on this project and the time they are willing to commit.

- All Change Advisers must have extensive experience in guiding multiple organizations/agencies through a significant change process and these must be identified in their resume or biographical statement.

- As part of this cooperative agreement application, all persons identified as Change Advisers must submit one (1) Case Study of an organizational change process they guided (the actual name of the organization may be changed for the case study but actual names must be included in the resume). The Case Study must include, at a minimum: the presenting organizational problem(s); how they were identified; how the Change Adviser was brought into the organization and what their original charge/mission was; the role they played in the organizational change process and whether their role changed during the time they were involved; the strategies used in effecting organizational change and the Change Adviser's role in them; interventions which were implemented and their impact; the time frame for the Change Adviser's involvement in the change process compared to the duration of the change process itself; the total amount of time the Change adviser committed to the organization going through organizational change; the Change Advisers relationship with the CEO of the organization; the amount of face time the Change Adviser spent with the CEO; whether there were behaviors that the CEO changed as a result of working with the Change Adviser. There is no

expectation that the Case Study will involve a correctional institution.

3. In developing the competencies for change leadership, the applicant should specifically address the role of first line supervisors in the change process and how they would be included in the process of changing the prison culture.

4. The applicant should discuss Developmental, Transitional and Transformational Change in relation to prisons changing their culture. Applicants must address the implications for the change leader in evaluating the type of change and how they would identify appropriate strategies targeted to the type of change.

5. The Change Adviser should plan to be brought in early to the Institutional Culture Assessment process for all those institutions which are assessed after this cooperative agreement is awarded and they will fully participate in the development of the Action Plan. For those institutions which have already had a Culture Assessment conducted and Action Plan developed, the Change Adviser will review the plan and begin working with the institution Change Leaders. The costs of the assessment and all work connected with the assessment are contained in another cooperative agreement. The applicant will have full access to all of the assessment data on each prison which is part of the Institutional Culture Initiative.

6. Technical Assistance will be provided by NIC to accomplish as much of the recommended work as is possible. The institutions themselves and the departments of corrections will also be asked to fund some of the work needed to change the prison culture. This cooperative agreement is not intended to fund the interventions which might be required to change the culture other than what is identified in the scope of the project.

7. The application must clearly identify the relationship among change advisers and other project staff. The applicant will assure that the project team offers technical expertise in the required areas to fulfill this solicitation.

8. The applicant must identify specific strategic for working collaboratively with NIC and with the other contractors managing the various components of the Institutional Culture Initiative to provide the most effective assistance to state prisons in changing their culture.

9. The applicant must include professional Change Advisers and experienced correctional professionals on their project team. These persons can be project staff or consultants. The correctional experience must be at the

state prison level and at least one team member/consultant must have worked in a management position in a state prison, preferably as a warden. Although anyone who has worked in an administrative position within a department of corrections could say they have participated in accomplishing change, that experience will not be sufficient for meeting the requirements of a professional Change Adviser. All proposed project staff and consultants will need to be individually approved by NIC prior to working in any of the prisons in the culture change project.

10. There is a limited amount of funds for this work. The applicant should consider the amount of time that will need to be spent on-site at the institutions versus coaching/consulting that can effectively be conducted electronically or work that can be done with groups of prison staff. Costs for all travel must be included in this application.

11. The applicant can recommend any additional programs/components that might strengthen and improve the Institutional Culture Initiative, based on their work with the project sites.

12. It is anticipated that there will be \$100,000 available in FY 2004, based on satisfactory performance by the awardee, to continue the work with the original sites and to add additional prisons to the project work. If a training program is proposed as part of the competency in developing Change Leadership, the applicant may provide a rationale for developing the training program/curriculum in this fiscal year 2003 cooperative agreement and funding the implementation of the program from the fiscal year 2004 funds.

13. The person designated as project director is required to be the person who will manage the project on a day-to-day basis and who has full decision-making authority to work with the NIC project manager. This person must have enough time dedicated to the project to assure they are available to direct step by step activities of the project and to be available for collaboration with the NIC project manager. The position of the project director must be described in this paragraph.

Application Requirements: Applications must be submitted using OMB Standard Form 424, Federal Assistance, and attachments. The applications should be concisely written, typed double-spaced, and referenced to the project by the number and title given in this cooperative agreement announcement.

The narrative portion of this cooperative agreement application should include, at a minimum: