**STATEMENT OF WORK**

**For**

**NAVAL SPECIAL WARFARE RECRUITING DIRECTORATE**

**DIVERSITY AWARENESS AND MENTORING SERVICES**

**Part 1**

**General Information**

1. **INTRODUCTION**

Requirement arises from identification of a demographic disparity across Naval Special Warfare (NSW). Specifically, this contract will create a mechanism to enhance Naval Special Warfare’s ability to conduct outreach, raise awareness, mentor, and increase self-selection to a career as a SEAL within minority communities.

**1.1 BACKGROUND**

1.1.1 Minority awareness, outreach and mentoring are functions managed by the Naval Special Warfare Recruiting Directorate (RD). One of the challenges the RD faces is traditionally low representation among minorities when compared to minority representation nationally. Representation of African Americans within Naval Special Warfare shows the widest discrepancy between the numbers and percentages of African Americans in the SEAL Teams and the percentage of African American males in the target recruiting age range. Challenges for minority recruitment also exist in the Hispanic, Asian Pacific Islander (API), Native American, and Arab American populations among others. Culturally diverse candidates, those who have grown up in diverse backgrounds speaking other languages, are also important to diversity recruiting. Given shifting demographics, these gaps in representation need to be corrected to ensure continued access. There are sustainment, societal, educational, and operational drawbacks to failing to correct this disparity.

1.1.2 Gaps exist in minority representation in both officer and enlisted ranks for Special Warfare operators. Diverse officers represent only ten percent of the officer pool (for example, African Americans represent less than 2% of SEAL officers). Diverse enlisted SEALs account for less than twenty percent of the total SEAL enlisted population. Naval Special Warfare is committed to fielding a force that represents the demographics of the nation it serves. This contract initiative seeks effective strategies to introduce high potential candidates from diverse backgrounds to the opportunities available in Naval Special Warfare.

1.1.3 In addition to the desire to more closely reflect the demographics of the country at large, NSW required mission capabilities are also important factors that necessitate closing the diversity gap. Traditional SEAL Team demographics will not support some of the emerging mission elements that will be required.

1.1.4 Basic Underwater Demolition /SEAL training (BUD/S) is widely considered one of the most mentally and physically rigorous military training programs in the world. Historically, approximately 25% of candidates entering BUD/S training complete the course although increased candidate quality over the last few years is beginning to raise this historic average success rate. The intent of BUD/S training is to produce world class special operations warriors, with particular expertise in the maritime environment, who can execute a full range of special operations missions while operating from the sea, air, or land.

1.1.5 The NSW RD has conducted significant research to differentiate historically successful BUD/S candidates from unsuccessful ones. The bulk of this research stems from a 2009 Gallup study commissioned by NSW that defines the “High Potential Candidate” (HPC) as “those individuals most likely to complete the First Phase of training at the basic Underwater Demolition School (BUD/S)”. The profile of an HPC has allowed the RD to focus awareness efforts on higher quality potential candidates who possess the traits that more likely result in success through training. Further, the NSW RD has devised methods to maximize interactions between SEALs and HPCs. However, there remains an unfulfilled requirement to find significant numbers of minority HPCs and to arrange the necessary encounters and mentoring with NSW representatives that will lead to self-selection of more of these candidates. The intent of this Statement of Work is to facilitate solution to this requirement gap through targeted awareness and mentoring efforts aimed at the minority high potential candidates for Naval Special Warfare.

**Part 2**

**Scope, Specific Objectives, and Performance Criteria**

**2.0 SCOPE**

This project seeks to consolidate multi-faceted awareness and mentoring efforts conducted over the past few years that are aimed at increasing SEAL applications among minority HPCs in both the officer And enlisted ranks.

**2.1 Specific objectives:**

2.1.1 DEMONSTRATE KNOWLEDGE OF NSW COMMUNITY:

Contractor shall possess a broad knowledge and understanding of minority HPC views of NSW and Navy SEALs as well as familiarity with past research conducted for the NSW RD relative to both the general market as well as the research targeted at the minority markets. This knowledge can be “inherent” in the Contractor’s direct employment, or “acquired” through sub-Contractors and/or consultants. The bidder’s solicitation will include the detailed resumes of all staff personnel, sub-Contractors, and consultants who will be assigned to this contract.

2.1.1.1 Contractor should be able to demonstrate a thorough appreciation and understanding of the goal/motivational tendencies and career aspirations of minority males in the 16 – 24 year-old target age range as well as a good understanding of the profile of potential SEAL candidates who are members of minority groups described in paragraph 1.1.1 above.

2.1.1.2 Contractor should be able to identify differences in awareness messaging between minority HPCs and non-minority HPCs.

2.1.1.3 Contractor should posses a thorough understanding of requirements for increasing awareness; creating a positive impression of the NSW community; and, building partnerships and other working relationships with key influencers of minority potential SEAL candidates. Groups may include athletic, peer group, academic and administrative entities.

2.1.2 EXECUTE A VARIETY OF SPECIFIC EVENT TASKINGS AS DIRECTED:

Contractor should have the versatility and connection to engage with multiple entities to perform a variety of diversity awareness engagements and mentoring activities as directed by the NSW Recruiting Directorate. Contractor will propose a detailed list of organizations and events with which diversity initiatives will be conducted. This list is to be part of the bidder’s solicitation and costs will be delineated for each item proposed. Authorized Government funding for this contract may require modification to the list of items presented by the successful bidder. The list will be finalized prior to contract signing. Some examples of initiatives previously conducted for NSW RD which show promise for continuation are detailed herein. This list is not inclusive. Additional initiatives, programs, organizational relationships, and events are invited in the solicitation and will be considered for execution by the Contractor receiving the award.

2.1.2.1 Outreach to male athletes and fraternity members at junior colleges, colleges, and universities with high percentages of minority student enrollment.

2.1.2.2 Sponsorship of conferences and events, and engagements recognition of student leadership awards, and outreach to educators in the African American community.

2.1.2.3 Sponsorships and engagement with athletes and coaches of predominantly African American collegiate swim teams.

2.1.2.4 Sponsorships and engagement with football players and coaches in predominantly African American high schools and colleges.

2.1.2.5 Inner-city schools initiative providing mentoring to high school students in a “help those help themselves” program; focused on giving back to America, becoming better citizens, developing skills to become responsible and respectful adults, and developing community leaders.

2.1.2.6 Campus-based student initiatives to market NSW career opportunities to minority junior college, college, and university students.

2.1.2.7 A strategy to deliver NSW presence through outreach to coaches and influencers, awareness among the participants, mental toughness presentations to select audiences, and appropriate fitness events on a not-to-interfere basis at annual athletic competitions.

2.1.2.8 Civilian version of the Physical Screening Test (PST), the required qualification test for SEAL training, conducted at universities, colleges, junior colleges, and high schools with high percentages of minority student enrollment.

2.1.3 EXECUTE REGIONAL MARKETING AND AWARENESS CAMPAIGNS:

Contractor shall demonstrate the versatility to conduct marketing and awareness events in various metropolitan regions to reach specified diverse populations as well as high school and college athletes. Regional campaigns will be conducted in metropolitan areas considered centers of diversity for African Americans (AA), Hispanics (H), Arab Americans (AR), and Asian Pacific Islanders (API) and that are of particular interest to the NSW RD. The bidder’s solicitation will include an engagement plan and fixed pricing for each region. The NSW RD headquarters at San Diego, California and the NSW RD East Coast office at Little Creek, Virginia have significant local presence and will augment Contractor efforts in the western and mid-Atlantic regions respectively. The Contractor will assume the bulk of responsibility for engagements in the other regions as required. Based on available Government funding and best value, the NSW RD will select the specific areas for engagement before the contract is awarded to the selected bidder. As such, not all regions may be included in the final contract execution. The metropolitan campaign areas are defined below. Suggested minority groupings for each region are based on demographic studies. Proposed bidders should specify the desired minority groups to be considered in each specific regional campaign.

2.1.3.1 Western Region:

San Diego Metropolitan to promote awareness to Hispanic, African American, Arab American, Middle Eastern, and Asian-Pacific Islander high potential candidates.

Los Angeles Metropolitan to promote awareness to Hispanic, African American, Arab American, Asian-Pacific Islander, and African and Middle Eastern immigrant high potential candidates.

2.1.3.2 Mid-Atlantic Region:

Norfolk / Tidewater Virginia Metropolitan to promote awareness to African American and Hispanic high potential candidates.

Baltimore / Washington DC Corridor to promote awareness to African American, Hispanic, Arab American, and Asian-Pacific Islander high potential candidates.

2.1.3.3 Northeastern Region:

New York City / Newark NJ Metropolitan to promote awareness to African American, Hispanic, Arab American, Asian-Pacific Islander, and African and Middle Eastern immigrant high potential candidates.

2.1.3.4 Southeastern Region:

Miami Metropolitan to promote awareness to African American and Hispanic high potential candidates.

2.1.3.5 Midwestern Region:

Detroit Metropolitan to promote awareness to African American, Hispanic, and Arab American, and Middle Eastern high potential candidates.

2.1.3.6 Southwestern Region:

Houston Metropolitan to promote awareness to African American, Hispanic, and Asian-Pacific Islander high potential candidates;

2.1.3.7 Regional Campaign Elements:

Each campaign engagement proposal will serve as an illustration of understanding of the diverse populations in the area and how best to reach them on behalf of Naval Special Warfare. The Contractor must be able to demonstrate the flexibility to engage or reengage in various metropolitan areas as needed to best address the minority recruiting concerns of the NSW community. As a minimum, these elements are to be executed within each regional campaign.

2.1.3.7.1 Relationship building with HPC influencers;

2.1.3.7.2 Coordination for ongoing presentations by diverse and non-diverse NSW speakers;

2.1.3.7.3 Marketing and outreach with a heavy balance of leveraging press pressure (versus buying radio and TV advertising);

2.1.3.7.4 Conducting a minimum of two SEAL Fitness Challenges in each of the regions during the period of contract performance;

Desired Schedule: a minimum of two (2) months, four (4) months preferred, should separate the two SFCs.

2.1.4 MENTORING OF HIGH POTENTIAL CANDIDATES:

Once a high potential candidate is made aware of the career opportunities in Naval Special Warfare and decides to pursue his interest, the very important mentoring process begins. Mentoring is a physical, mental, and attitudinal developmental program focused on optimizing candidate preparation to begin training. It is individual by nature, tailored to the young man’s requirements to be the best candidate he can be. The Contractor will be required to develop and sustain an appropriate level of mentorship for HPCs identified during the specific events and regional campaigns conducted under this contract. This mentorship is not intended to usurp existing mentorship programs for candidates already under contract for SEAL training - enlistees in the Delayed Entry Program (DEP) awaiting orders to training; or officer candidates awaiting orders to Officer Candidate School (OCS). Since the waterborne feature of SEAL training is often the most formidable obstacle for many prospective candidates, especially among minorities with little swimming experience, the swim training program is usually the most challenging of the mentoring components and the largest. The mentoring program will consist of the following elements:

2.1.4.1 Swim Program in San Diego and Norfolk: Swimming, physical readiness, and motivational programs centered in the Fleet concentration areas of San Diego, CA and Norfolk, VA and to include minority HPCs from the Fleet aspiring to transition to SEAL training.

2.1.4.1.1 The Contractor shall conduct four to six training periods per week for a total of ten to twelve (10 - 12) hours of training each week. These training periods will be scheduled to permit Fleet transition personnel to train with civilian HPCs, and should not interfere with potential participants’ normal work routine. These training events will aggressively and safely enhance each participant’s swimming techniques prior to entry into the BUD/S training pipeline.

2.1.4.1.2 Medical services for the Contractor are the responsibility of the Contractor. However, the Government will provide, on emergency basis only, medical services for job related injuries and life threatening illnesses. Such emergency medical care will be limited to those services necessary to prevent undue suffering or loss of life and will be provided during the period of the emergency. In such circumstances, action will be taken to transfer employees of the Contractor to a civilian health care provider as soon as medically feasible. The Contractorwill reimburse the government any and all deductibles upon receipt of an invoice(s) from the medical facility or other Government agency.

2.1.4.1.3 The Contractor will provide: a certified swim instructor for the San Diego and the Norfolk programs; and a CPR certified, first-aid qualified life guard on deck during each training session. If using on-base venues, life guard services can be arranged through the Morale Welfare and Recreation (MWR) offices at Naval Base San Diego and Naval Operating Base Norfolk. This will be the contractor’s responsibility.

2.1.4.1.4 The Contractor is responsible for arranging a reliable venue with back-up options to ensure continuity of the swim programs should the primary swim location be taken out of service for an appreciable (defined as more than one week) period of time.

2.1.4.1.5 The Contractor shall document and track the entire training program and keep detailed records on all program participants. The Contractor shall submit monthly progress reports on all candidates currently participating in the program. These reports will be forwarded to the Naval Special Warfare Recruiting Directorate for proof of compliance. Details for data collection will consist of a matrix comprised of, but not limited to, the following elements for each participant:

1. Name
2. Birth date
3. E-Mail Address
4. Rank/Rate and Command assigned (if in the Fleet)
5. Attendance / number of cumulative training days in program;
6. Initial swim scale categorization (poor, good, excellent);
7. Individual program focus, (aerobic and swim development, stroke technique, navigation/breathing, speed, etc.)
8. Instructor comments on individual swimming improvement.

2.1.4.2 Swim Program in other regional areas: The Contractor will guide HPCs to local swim programs such as at YMCAs and other organizations to encourage individual improvement. Direction to the official NSW RD web site, sealswcc.com, will provide additional information and guidance. Periodic contact with these HPCs will be maintained to assist in the monitoring of their progress.

2.1.4.3 Other Mentoring Components: The Contractor will develop additional mentoring encounters for the HPCs discovered during the events and awareness campaigns. These components include, but are not limited to: mental toughness presentations; SEAL workouts; NSW/SEAL training presentations; individual counseling; and tours of local military facilities. These components are not to be construed as “recruiting” but rather as further enhancing awareness and the individual discernment process. If and when an HPC may be ready to “sign-up” they will be instructed to contact the NSW RD directly for guidance to recruiters in their respective regions. The Contractor is not responsible for these individual decisions and in no way will apply undue pressure to get an individual to “sign-up”. Instead, the Contractor will be evaluated under specific performance criteria outlined in section 2.2.

**2.2 PERFORMANCE CRITERIA:**

2.2.1 Contractor performance will be determined by specific criterion and metrics centered on the development and mentoring of minority high potential SEAL candidate leads and inputs to the RD Candidate Relations Management (CRM) System. The regional awareness campaigns are designed to generate interest among high potential candidates from diverse backgrounds. That interest must be captured by the Contractor and made available to the NSW Recruiting Directorate. The Contractor will be required to submit candidate contact information that can be entered into CRM for each event/activity conducted in order to receive “credit” for identification and development of specific SEAL candidate leads. The RD office will work with the Contractor to determine the best means for this submission. Seven identifiable evaluation criteria are described below with a summary of specific numbers included in the table of 2.2.1.8 for each metropolitan area. These criteria are not necessarily listed in any priority order although the ultimate evaluation of any awareness efforts rests on the number of qualified SEAL candidates who enter the training pipeline. These candidate numbers may not be apparent during initial awareness efforts but can become one criterion for execution of contract option years when success can be better measured over time.

2.2.1.1 Criterion 1: The first criterion of Contractor performance is the number of the target market minority males age 16-24 who attend events which are part of the scheduled events/initiatives agreed to in sections 2.1.2 and 2.1.3. A minimum of a thousand (1000) minority males aged 16-24 per metropolitan region should have been involved in the events during the period of performance.

2.2.1.2 Criterion 2: The second criterion of Contractor performance is the number of the “influencers” of the target market minority males age 16 – 24 who either attend events which are part of the scheduled events/initiatives agreed to in section 2.1.1, or who are developed as “friends of NSW”. Influencers are the athletic directors, coaches, counselors, educators, clergy, and parents who have influence on career decision-making of potential SEAL candidates. A minimum of a hundred (100) influencers per metropolitan region should have been identified during the period of performance.

2.2.1.3 Criterion 3: The third criterion of Contractor performance is the number of NSW RD Customer Relationship Management (CRM) system opt-ins of target market minority males aged 16-24. A candidate opt-in to the CRM system is defined as an individual who completes both the initial “sign-up for more information form” on [www.sealswcc.com](http://www.sealswcc.com), who selects either SEAL or SWCC candidate as a choice on the form, and who also completes the additional follow-on “candidate information surveys” sent via the NSW RD marketing automation system to the potential candidate’s email. To be counted, the individual’s profile should match the target market profile. A minimum of a hundred (100) people per metropolitan region should opt-in as “SEAL or SWCC Candidates” during the period of performance.

2.2.1.4 Criterion 4: The fourth criterion of Contractor performance is the number of NSW RD Customer Relationship Management (CRM) system opt-ins of target market minority male influencers. An influencer opt-in to the CRM system is defined as an individual who completes both the initial “sign-up for more information form” on [www.sealswcc.com](http://www.sealswcc.com), who selects “other” as a choice on the form, who also completes the additional follow-on survey sent via the NSW RD marketing automation system to the potential candidate’s email, and who identifies themselves as an athletic director, coach, guidance counselor, or professor/teacher. A minimum of ten (10) individuals per metropolitan region should opt-in as “other” and should further identify themselves as either: Athletic Directors, Athletic Coaches, or Guidance Counselors in follow-on survey forms sent via the NSW RD’s Candidate Relationship Management/Marketing Automation System, during the period of performance.

2.2.1.5 Criterion 5: The fifth criterion of Contractor performance is the determination of the overall effectiveness and benefit of specific initiatives and events carried out by the Contractor. The goal is for every individual event/initiative to be acceptable as judged by the NSW RD. An acceptable event/initiative is one in which Contractor performance is optimized to achieve the best possible results under the circumstances encountered. It is recognized that certain events/initiatives will be better than others. Efforts should be made to replicate the stronger events/initiatives and reduce the weaker events/initiatives. The Contractor will best perform by having: a learned appreciation of the NSW community; an understanding of the requirements for SEAL training and what it takes for an individual to succeed through training; and an ability to reach the targeted male minority population with messaging and mentoring that resonates. The Contractor will be advised if performance in this criterion becomes unacceptable.

2.2.1.6 Criterion 6: The sixth criterion of Contractor performance is the flexibility to add or delete events / initiatives over the period of performance as necessary. NSW awareness activities are often dynamic and evolving. The Contractor needs to be able to demonstrate the ability to shrink and swell individual efforts under the constraints of a fixed price contractual arrangement. This ability should be addressed specifically in the bid proposal.

2.2.1.7 Criterion 7: The seventh criterion of Contractor performance may be the most important. This is the individual mentoring of high potential candidates who have expressed serious interest in becoming a Navy SEAL and has taken steps towards this goal. The Contractor will define the mentoring process recommended for these self-selected individuals and detail this process in the bid proposal. The NSW RD will work with the selected Contractor in the approval of the mentoring process envisioned. Individual mentoring of fifteen (15) high potential minority candidates per metropolitan area over the period of performance is the goal and should be considered by the contractor as the benchmark of acceptable performance in this criterion.

2.2.1.8 Summary table of performance metrics for each metropolitan area.

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| --- | --- |
| **CRITERION** | **REQUIREMENT**  **(each metropolitan region)** |
| 1. Target market high potential candidates participating in Contractor conducted events/initiatives. | 1000 |
| 1. Target market influencers participating in Contractor conducted event/initiatives or developed through Contractor efforts. | 100 |
| 1. Target market high potential candidates expressing interest through CRM Sign-up as described in section 2.2.1.3. | 100 |
| 1. Target market influencers expressing interest through CRM sign-up as described in section 2.2.1.4. | 10 |
| 1. Evaluation of overall effectiveness of specific initiatives and events conducted. | Acceptable for all events and initiatives |
| 1. Ability / flexibility to shrink and swell or add and delete specific events/initiatives over the period of performance. | Acceptable for all events and initiatives |
| 1. Individual mentoring of high potential diversity candidates who have expressed serious interest in SEAL candidacy | Acceptable: 15 |

**Part 3**

**Campaign and Administrative Requirements**

**3.1** **Integrated Diversity Awareness Services and Mentoring Campaign**

The Contractor shall develop and execute a comprehensive events, regional campaign, and mentorship programs as described in sections 2.1.2, 2.1.3, and 2.1.4 aimed at increasing awareness of NSW and Navy SEAL career opportunities. A detailed preliminary campaign plan shall be presented to the NSW RD within 30 days of contract award for review and approval prior to execution. Provider’s plan should include:

3.1.1 Development of frequent opportunities for NSW representatives to have in-person contact with 16-24 year-old minority male athletes. Building such opportunities should come through developing relationships with influencers of young men in the target demographic such as:

3.1.1.1 High School, Junior College, College, and University Athletic Directors and Coaches;

* + - 1. High School, Junior College, College, and University Counselors;
      2. Religious clergy and youth group leaders;
      3. Teachers, parents, and other family members;
      4. Fraternity leadership and other association and organizational leaders.

3.1.2 Development of business case for all engagements. Identify the following:

* + - 1. Projection of attendance numbers for minority HPCs.
      2. Event Objectives.
      3. Potential Outcomes: best case, worst case, most likely case. Outcomes would be in terms of potential event attendees, anticipated age range and market demographics of attendees, and anticipated percentage who would likely sign-up for the NSW RD CRM.
      4. Support of campaign or overall NSW goal: How will the event support the strategy of the NSW RD and the diversity initiative? Is it reaching the desired demographic? Is it establishing relationships with relevant organizations and influencers? Is it sustainable?
      5. Support needed from NSW RD (e.g. Navy SEAL speaker). The NSW representative should be an active duty SEAL approved by the NSW RD. If no active duty representative is available, the NSW RD may approve a former/retired SEAL to fill the role. If NSW is unable to identify and assign a SEAL or former/retired SEAL, the Contractor should be prepared to fulfill the function of NSW representative. Active duty military need sufficient lead-time to rearrange their schedule, to prepare for, and to travel to any event. The courtesy of 30 days notice should be provided to the NSW RD whenever an active duty SEAL is requested for each event.

Once the overall event, campaign, and mentorship strategies have been approved, the Contractor will develop individual event plans of action and schedules of events and make them available to the NSW RD Director and/or the NSW RD Designated Contract Representative prior to execution. The expectation is that the Contractor will execute increasing levels of autonomy as the contract period of performance advances. The Contractor will maintain a close working relationship with the NSW RD over the entire period of performance.

**3.2 Management, Communication, and Reporting**

3.2.1 The Contractor will track and report the progress of all its various phases of work and provide documentation to the NSW RD Designated Contract Representative. Reports for each major event will include:

3.2.1.1 A Plan of Action and Milestones (POA&M);

3.2.1.2 Defined responsibilities for the prime and all assigned sub-contractors and consultants;

3.2.1.3 A detailed Schedule of Events (SOE);

3.2.1.4 Requirements for NSW RD and SEAL community participation;

3.2.1.5 An After Action Report (AAR) to include the Contractor’s candid evaluation and detailed information on participants and influencers.

3.2.2 The Contractor shall designate a senior single point of contact to serve as Project Manager to coordinate and liaison with NSW RD’s Designated Contract Representative.

3.2.3 Conference Calls and Reports: The Contractor will:

3.2.3.1 Within 30 days of contract execution, present the initial integrated plan as required in section 3.1 in person or via VTC;

3.2.3.2 After approval of the integrated plan, conduct weekly conference calls with the NSW RD to address schedule, issues, and updates;

3.2.3.3 Submit monthly reports summarizing the activities of the mentorship program within ten (10) days of each month’s end;

3.2.3.4 Conduct a quarterly review of the integrated plan by VTC or in person within ten (10) days of each quarter’s end;

3.2.3.5 Submit an annual report summarizing the events, campaigns, and mentorship programs and including lessons learned and follow-on recommendations within ten (10) days following the close of the contract year.

3.2.3.6 Demonstrate availability and flexibility to work closely with the NSW Recruiting Directorate in daily communication if required to accomplish the tasks.

**Part 4**

**Government Guidance and Support**

* 1. **GENERAL EXECUTION and WORK RULES**
  2. **Security - None**
  3. **Place of Performance –** Various locations contingent upon the schedule of the events and initiatives selected for execution.
  4. **Travel**

Travel is expected for the performance of the statement of work. Contractor will submit a travel schedule and budget in support of the events / initiatives selected for execution.

* 1. **Period of Performance**

The Contractor shall perform work to accomplish tasks described above from the date of contract award, for a period of twelve (12) months beginning after contract award. If all deliverables and requirements are met or exceeded, three option years may be exercised at the convenience to the Government. Total period of performance for this request shall not exceed 4 years.

* 1. **Government Supplied Materials**

The Government will support the Contractor to the extent possible with relevant documents, materials, working papers, and access to information as required, to provide assistance in the completion of stated tasks.